



DEPARTMENT OF VETERANS AFFAIRS
COMPARISON CHARTS of
INFORMAL AND FORMAL COMPLAINT ACTIVITY
For 1st & 2nd QUARTERS (Mid-Year) FY-12 AND FY-13
(October 1 to March 31)

Introduction

The following is a compilation of the Department-wide data of the Equal Employment Opportunity (EEO) complaints of discrimination activity for fiscal years 2012 and 2013 (mid-year), developed by the Office of Resolution Management (ORM). The data represents EEO complaint activity at both the informal and formal stages. The information is displayed in charts to provide a snapshot of complaint activity throughout the Department. The data in these charts was extracted from ORM's Complaints Automated Tracking System (CATS). This tracking system categorizes the informal and formal complaints activity within the three Administrations, Canteen Services and Central Office (CO).

The charts provide the following information:

- ❖ A comparison of EEO complaint activity for FY-12 and FY-13 (Mid-Year)
- ❖ A breakdown of the Department into each Administration (VHA, VBA, NCA)
- ❖ The top five Claims and Basis raised in complaints in each Administration (FY-13)
- ❖ A breakdown of each Administration into their major operating components (VISN, SDN Regional Area, MSN)
- ❖ The conversion of the number of informal and formal complaints into "per capita" filing rates per 100 employees.

In performing these calculations, the number of employees in each Administration was extracted at the end of FY-12 from the VISN Support Service Center (VSSC) database found at <http://vssc.med.va.gov>. The end of FY-12 employee count was then used in calculating the "per capita" informal and formal filing rates throughout the Department.

The sections that follow provide a snapshot of each mission-related Administration with the exception of Canteen and CO. Since Canteen and CO are not organized into "operating components" such as regions or areas, their complaint data does not lend itself to charting as the other Administrations and therefore, will not be charted beyond Section 1.

The charts are categorized according to the following Sections.

- Section 1 – Department of Veterans Affairs (VA)
- Section 2 – Veterans Health Administration (VHA)
- Section 3 – Veterans Benefits Administration (VBA)
- Section 4 – National Cemetery Administration (NCA)

Analysis

The information depicted in the charts show the number of informal contacts, number of formal complaints filed and the respective per capita filing rates for both 2012 and 2013 (mid-year).

- **Informal contacts** represent aggrieved individuals who have participated in traditional counseling with an EEO Counselor (this is also known as the pre-complaint phase).
- **Formal complaints** represent aggrieved individuals who have proceeded to file a formal complaint of discrimination after having gone through the informal counseling stage.
- **Per capita filing rate** is the rate (per 100 employees) at which individuals file either an informal or formal complaint based on the total workforce of the organization.
- **Claims** represent the allegations (issues) raised by aggrieved individuals when it is believed that a term or condition of employment has been negatively impacted.
- **Basis / Bases** are the protected classes covered under EEO regulations (race, age, disability, sex, color, national origin, religion, reprisal, and other (to include sexual orientation, parental status and genetic information)).

In FY-13 (mid-year) the Department's total workforce was 328,623; an increase of 11,835 over that of FY-12 (mid-year of 316,788). The informal contacts decreased by 143 (6.3%); and formal complaints decreased by 182 (16.1%). The per capita filing rate at the informal stage was .63 (a decrease of .07%); and the formal filing rate was .29 (a decrease of .07%).

The Equal Employment Opportunity Commission (EEOC) in their annual report on the Federal workforce for FY-11 showed the average government-wide per capital for informal contacts was 1.15; and .49 for formal complaints. And while VA's current overall mid-year totals presented in this report appear less than the EEOC totals, it is projected that if the current trends displayed here continue, the Department's year-end totals are estimated to be 1.29 for informal; and 0.58 for formal. Therefore, the Department must continue to make strides to reach the government-wide levels.

Now would be an opportune time for those stations which experienced increased complaint activity to develop ways to reduce both their informal/formal complaints and per capita rates, thus moving the Department closer to and in line with the overall government-wide averages. Key to any such effort is determining what issues may lead to complaints and what can be done to prevent and resolve problems and conflicts before they result in serious disputes.

Leaders must determine to make use of the various alternative conflict resolution techniques so that their organization provides a more workforce friendly environment.

ORM has several support services available to help the Department address conflict (i.e. training interventions by Case Managers, the Organizational Climate Assessment Program (OCAP), and a DVD (regarding "Root Cause" which identifies some of the underlying causes giving rise to disputes); to name a few. Please contact the ORM Field Manager servicing your areas for more information on these and other services available. You can access ORM's telephone directory by going to the ORM website; at <http://vaww.va.gov/orm/> click on "Contact Us" on the left hand side to view the phone directory, and find the appropriate individuals.

Additionally, a proven method for addressing many disputes and reducing the need for employees to resort to the formal EEO complaint process is the use of Alternative Dispute Resolution (ADR). For more information on ADR and its proven benefits please see the ADR section of this report and/or contact Ms. Tracey Therit, Chief, ADR Division, at (202) 461-0235.

FY-13 (Mid-Year) Accomplishments

Department-wide

- ❖ Formal complaints decreased by 16.1%
- ❖ Per capita filing rate (formal) decreased by .07%

Veterans Health Administration

- ❖ VHA's overall formal activity decreased by 14.6% and per capita filing rate by .06%
- ❖ Decreases were seen in all but VISN's 7, 12, 15, and 23

Veterans Benefits Administration

- ❖ VBA's overall formal activity decreased by 36.1% and per capita filing rate by .15%
- ❖ Decreases were seen in all Regional Area's

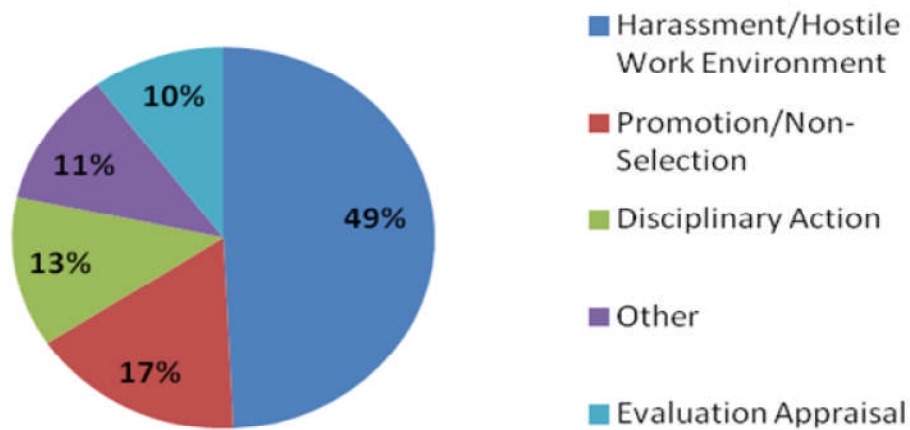
National Cemetery Administration

- ❖ NCA's overall formal complaints were increased by 15.4% and per capita increased by .10%
- ❖ A decrease in formal complaints was seen in MSN 2; while MSN's 3, 4, and 5 remained unchanged

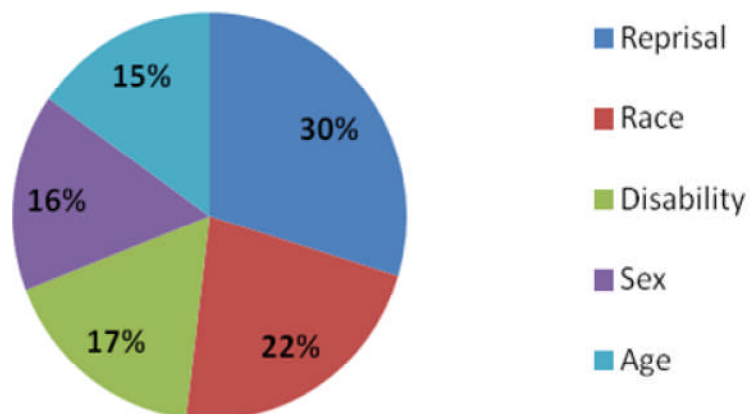
Claims & Bases Charts

The following information depicts the Department-wide top 5 claims and bases raised in the FY-13 (mid-year) EEO complaint activity. This data displays the (claims/issues) most complained about and the protected classes (basis/bases) identified.

VA Wide - Top Claims FY 2013 Mid-Year



VA Wide - Top 5 Basis FY 2013 Mid-Year



Conclusion

We look forward to working with all VA organizations to achieve reductions in complaints during the rest of FY-13. We believe that improving the organizational environment in each facility is the key to realizing this goal. We welcome your suggestions and are available to support your organization in any way we can.

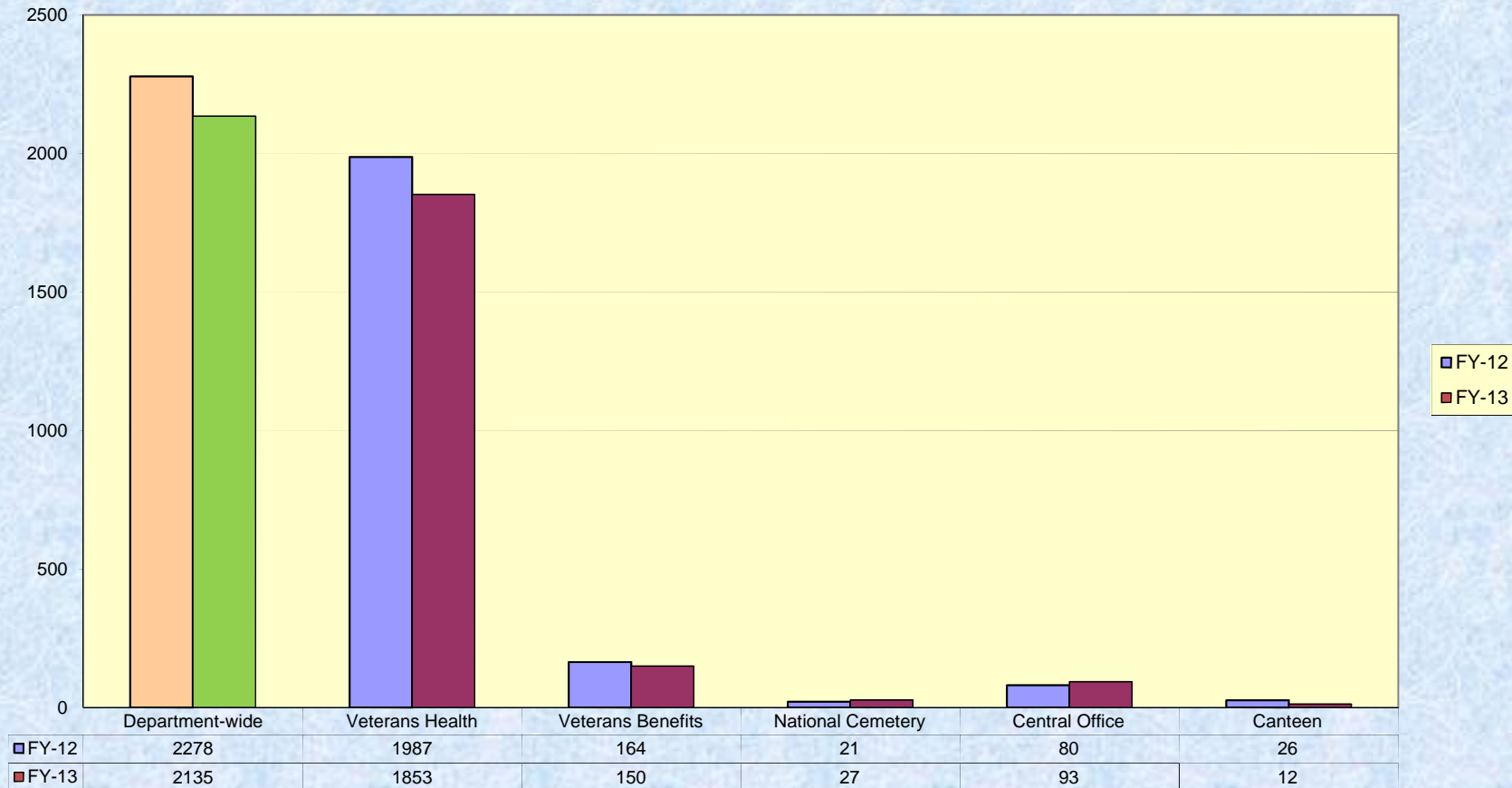
Section 1

Department of Veterans Affairs

(Department Wide Data)

Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Department of Veterans Affairs FY-12 & FY-13 Informal Contacts

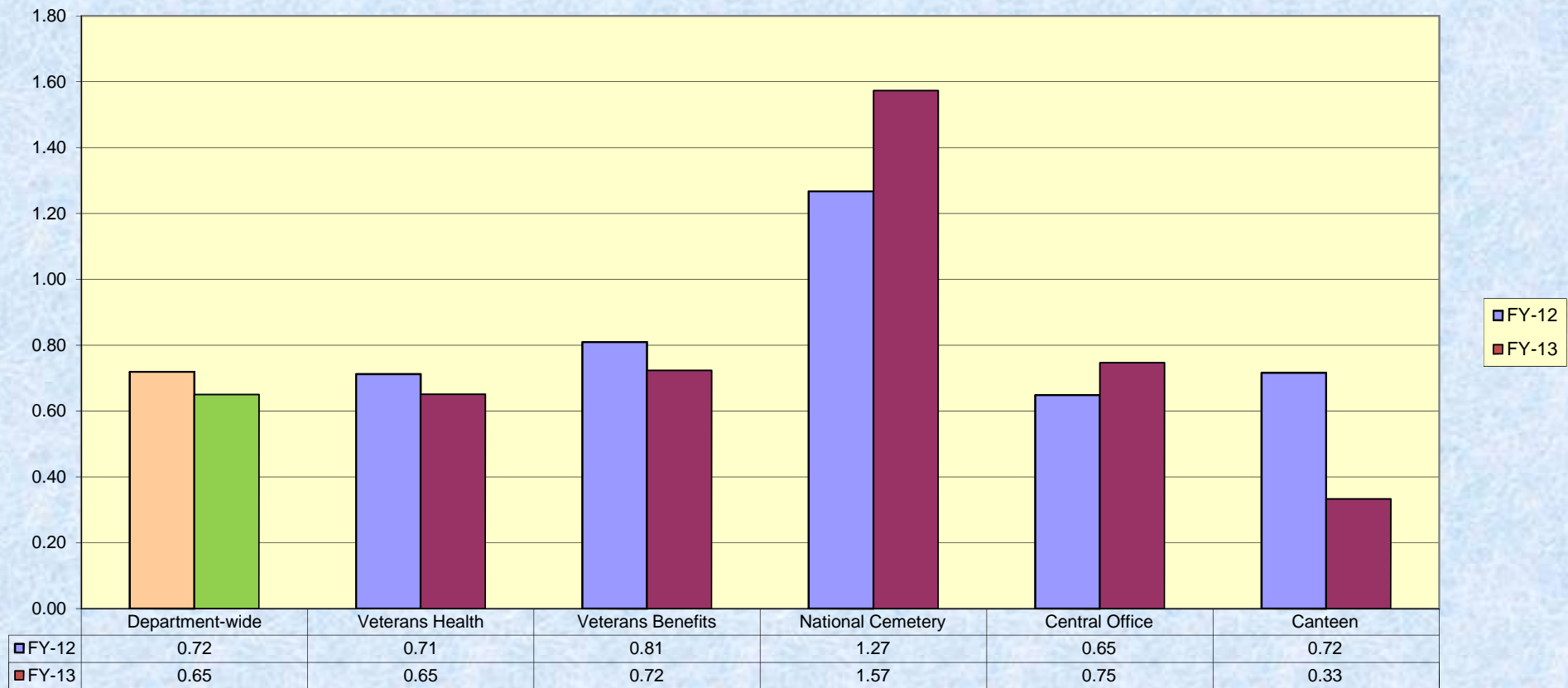


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Department of Veterans Affairs

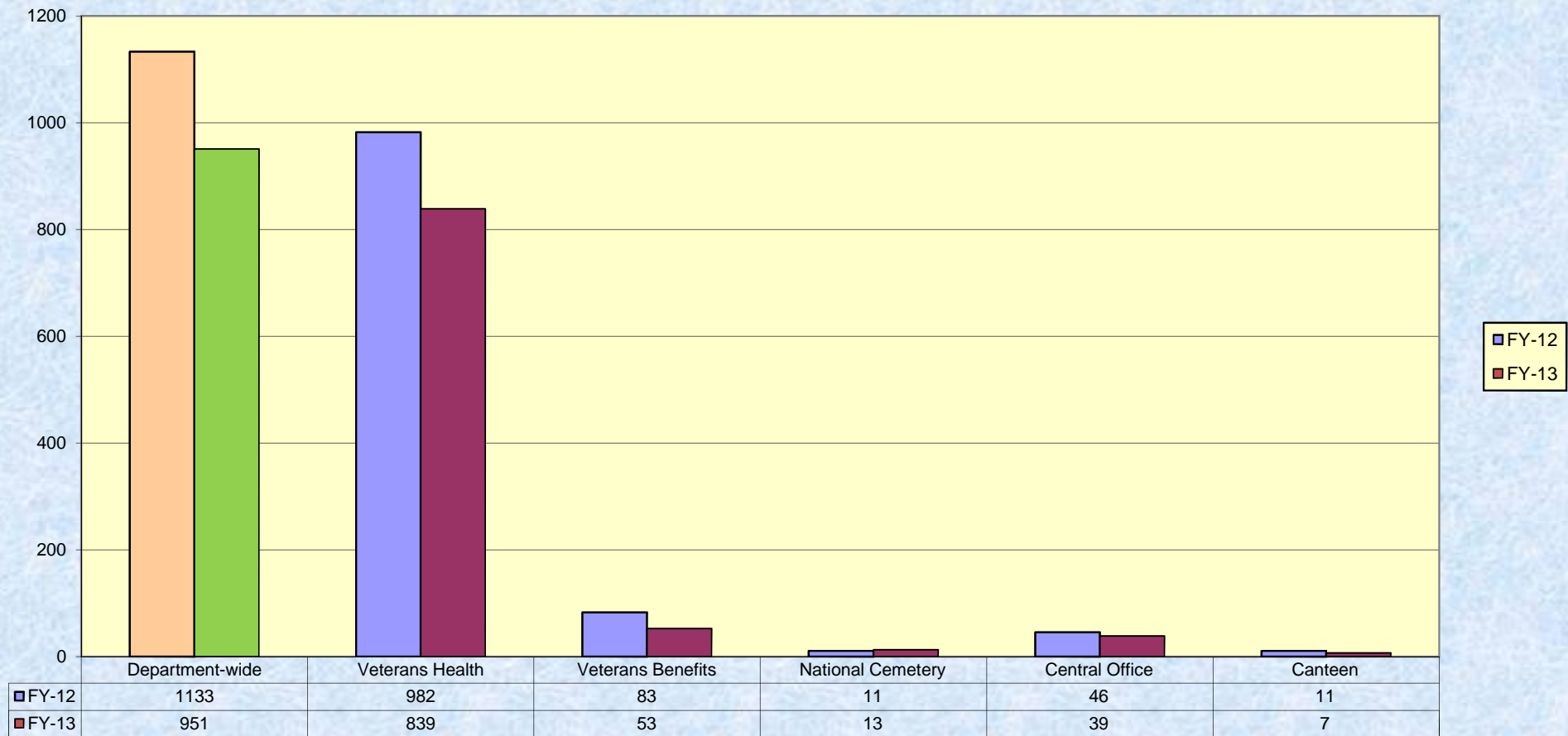
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



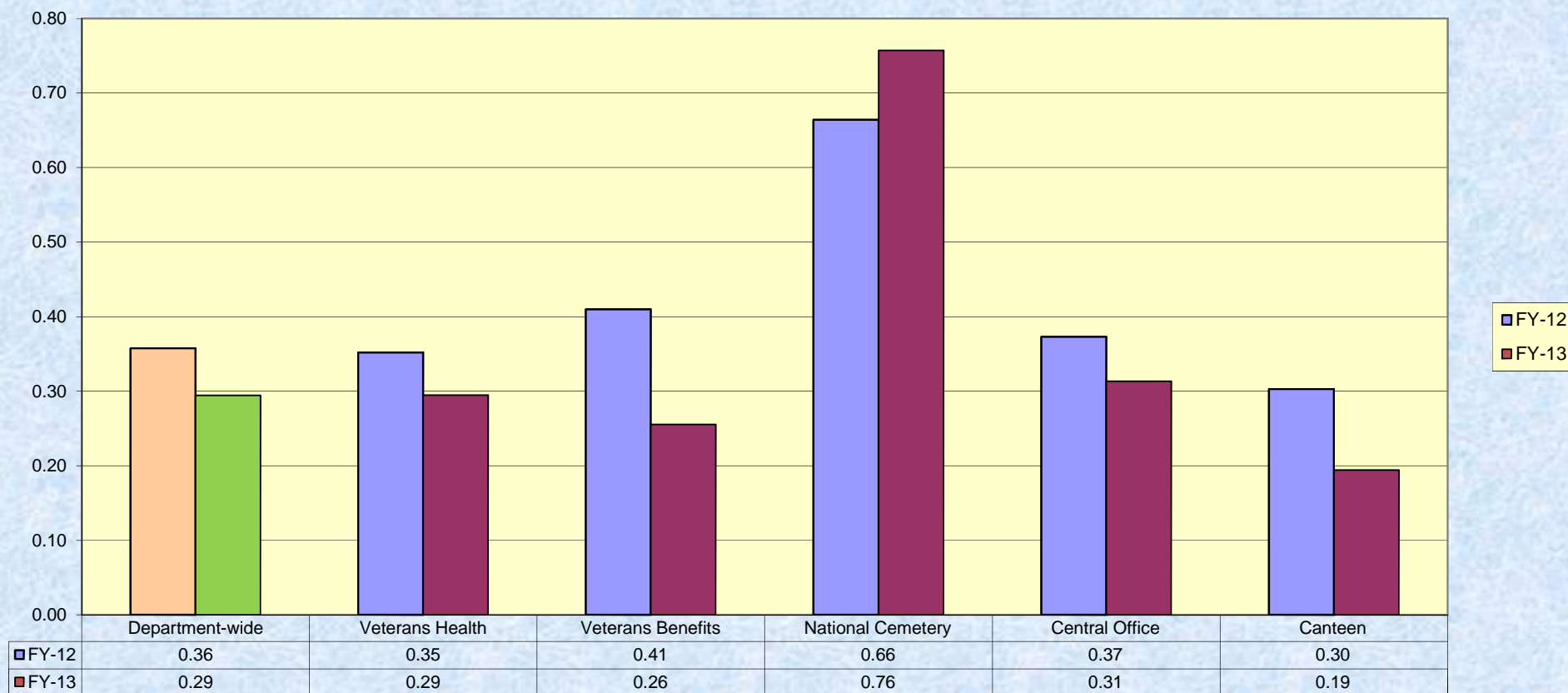
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Department of Veterans Affairs FY-12 & FY-13 Formal Complaints Filed



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Department of Veterans Affairs FY-12 & FY-13 Formal Per Capita (per 100 employees)



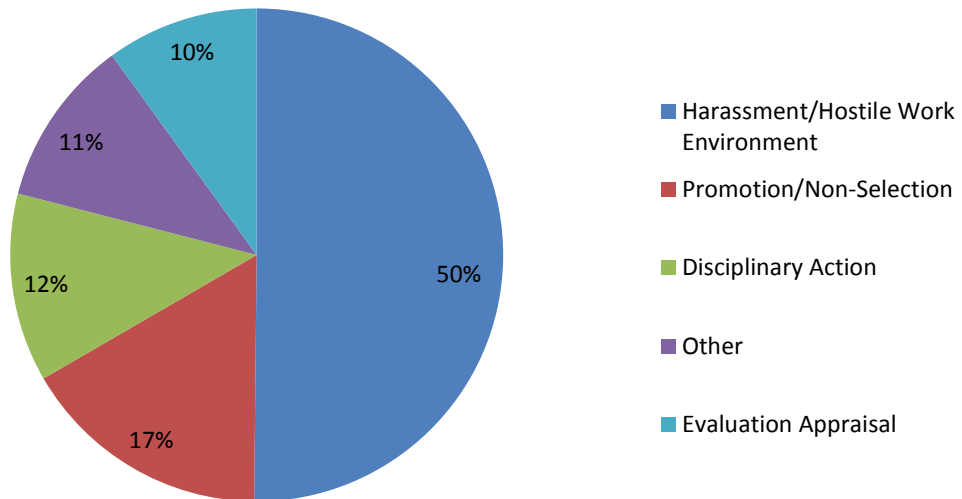
Section 2

Veterans Health Administration

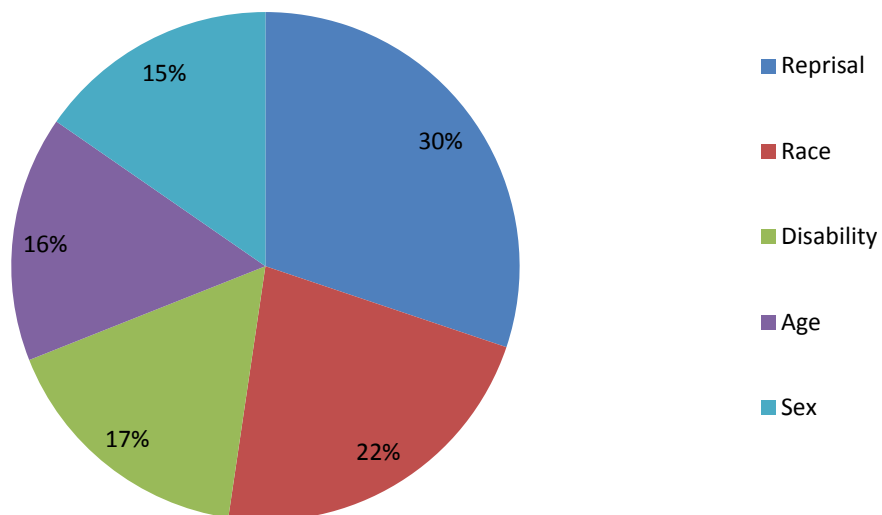
Data by

(Veterans Integrated Service Networks (VISN))

VHA - Top 5 Claims FY 2013 Mid-Year

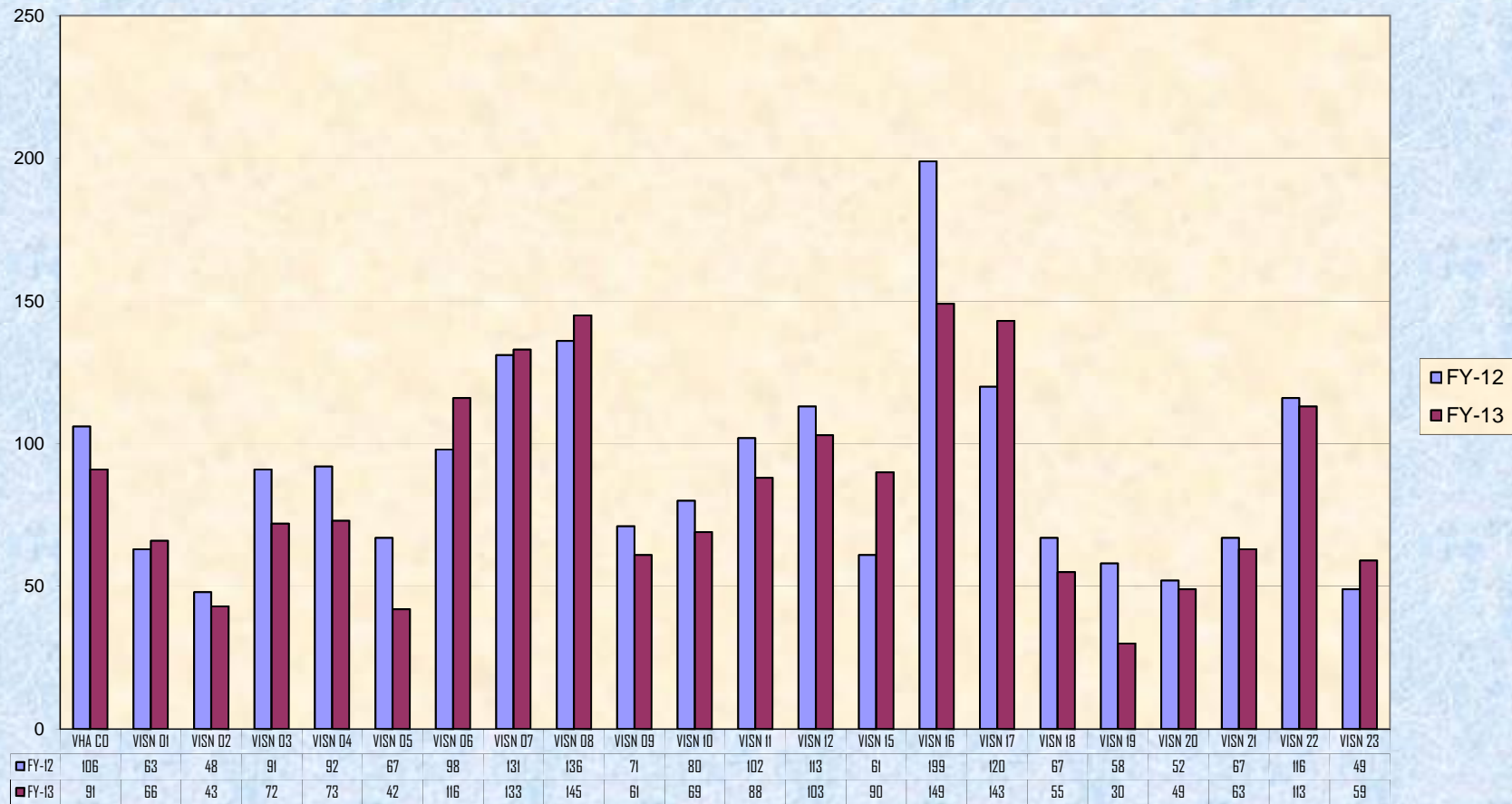


VHA - Top 5 Basis FY 2013 Mid-Year



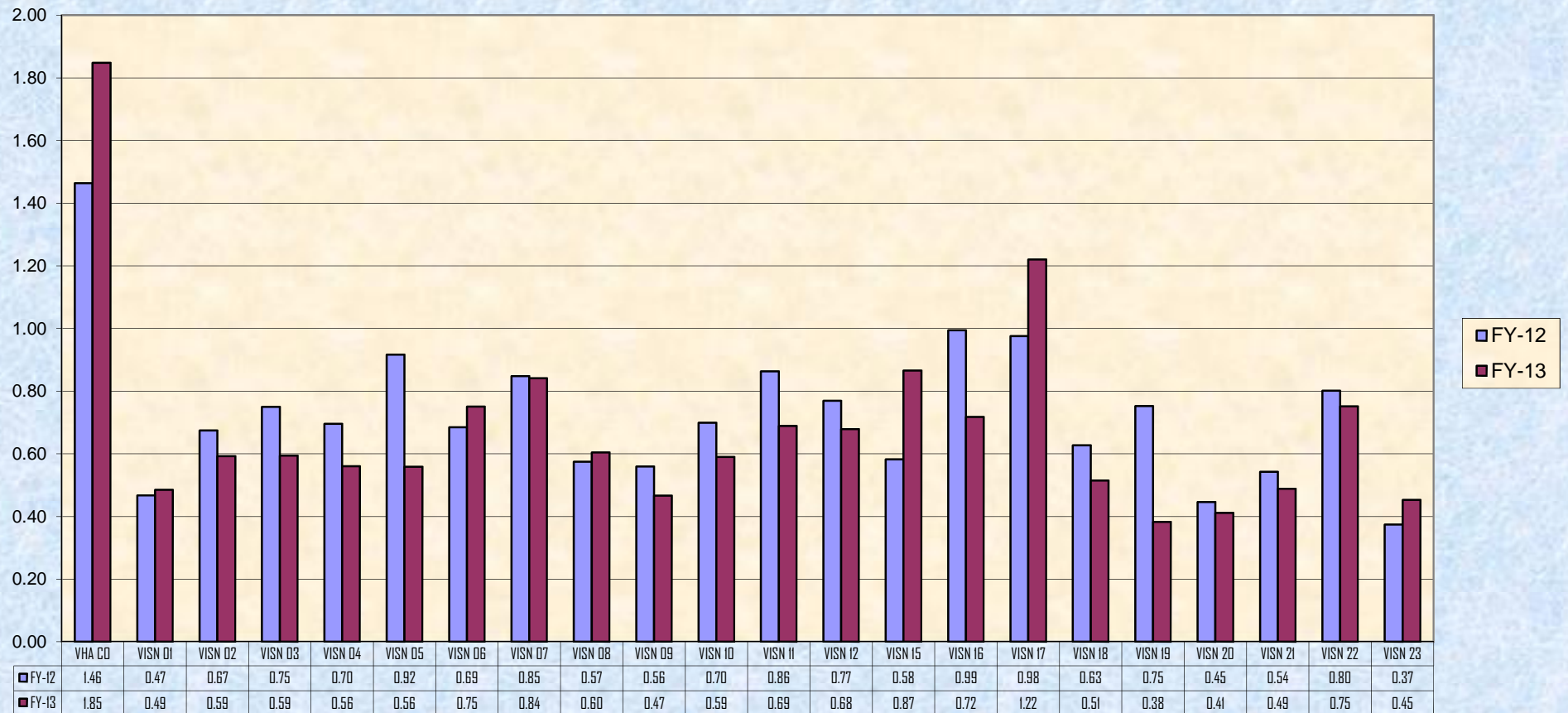
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October 1 to March 31 for each fiscal year

Veterans Health Administration FY-12 & FY-13 Informal Contacts



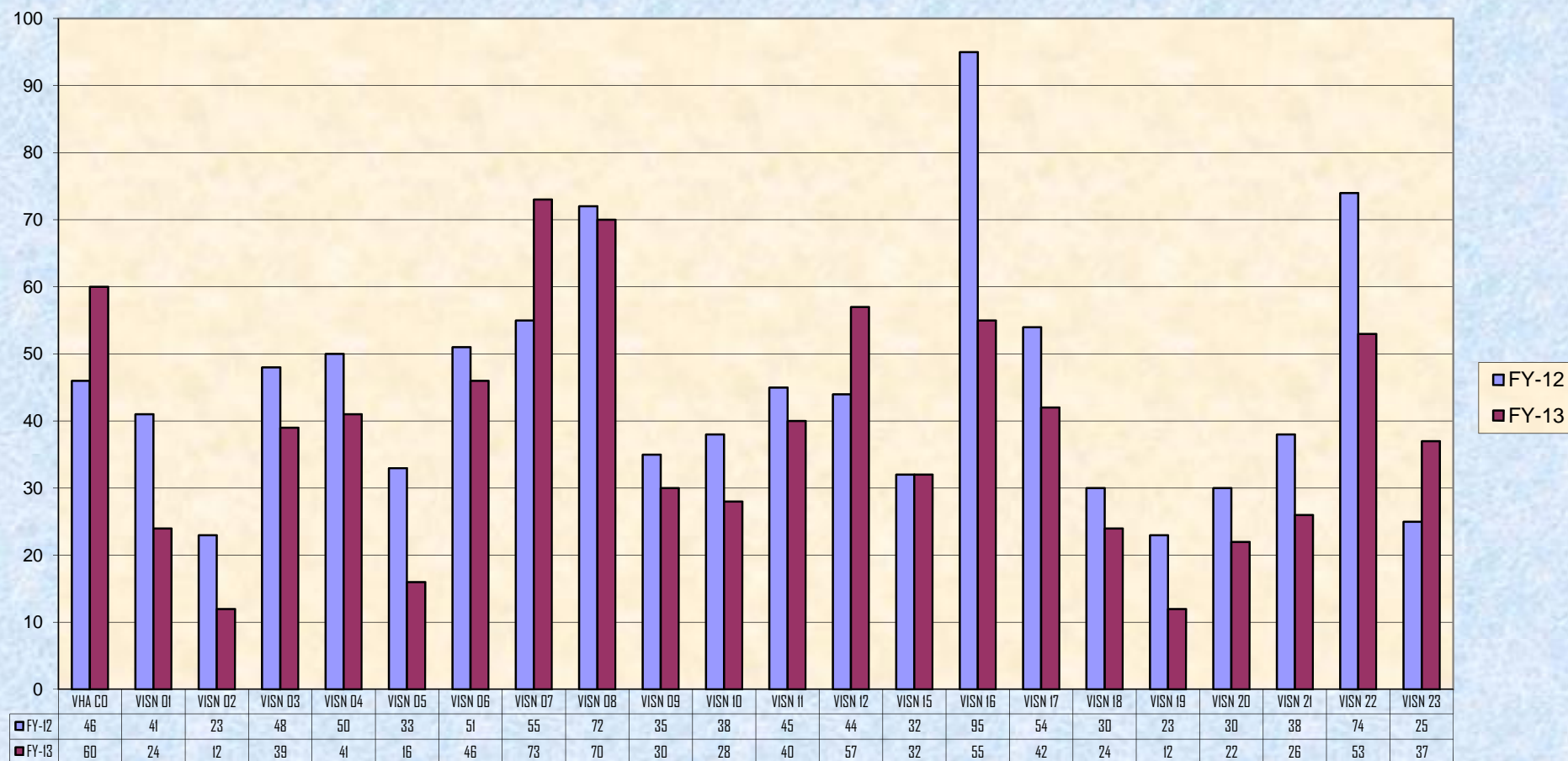
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Veterans Health Administration FY-12 & FY-13 Informal Per Capita (per 100 employees)



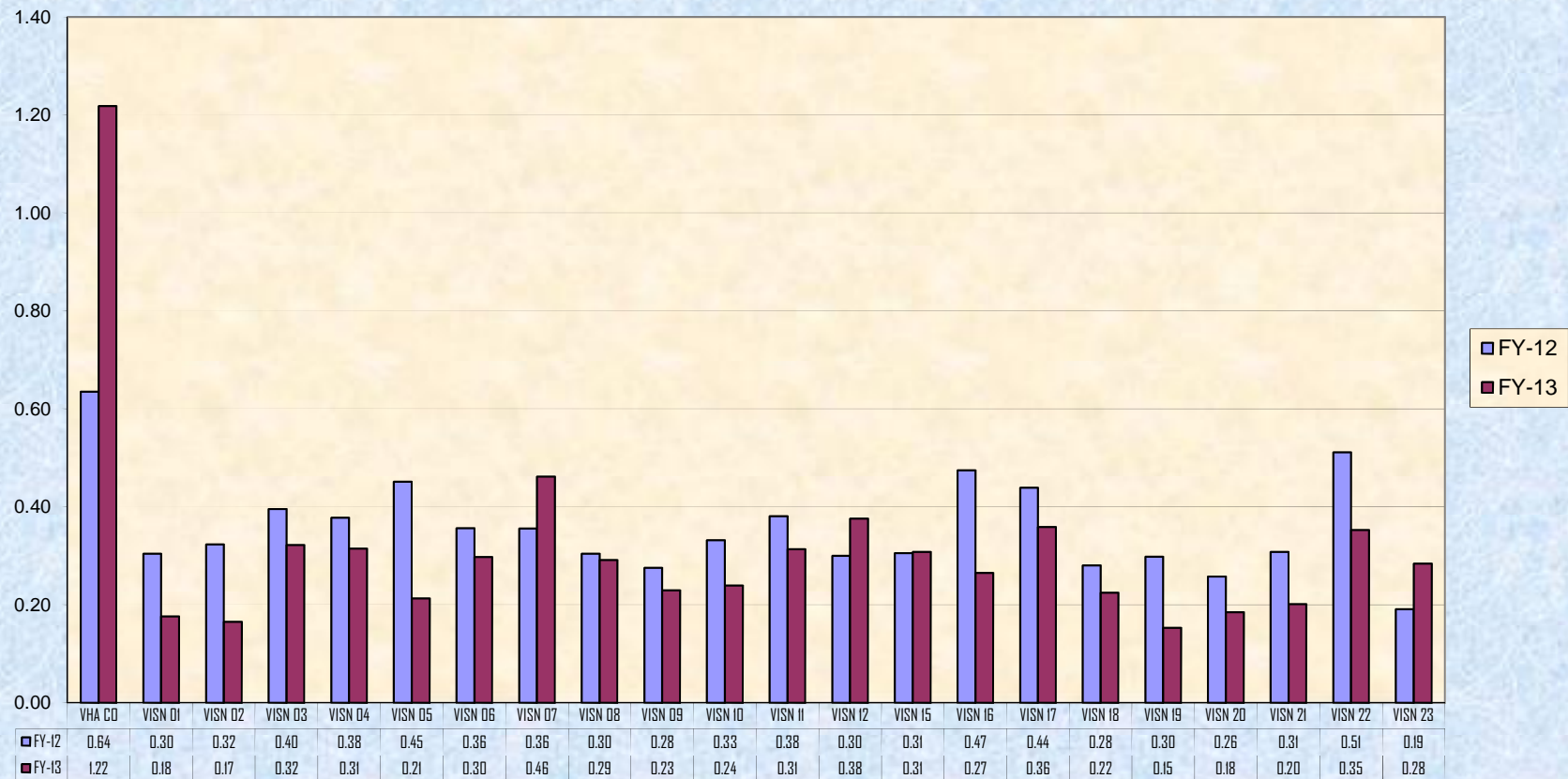
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Veterans Health Administration FY-12 & FY-13 Formal Complaints Filed



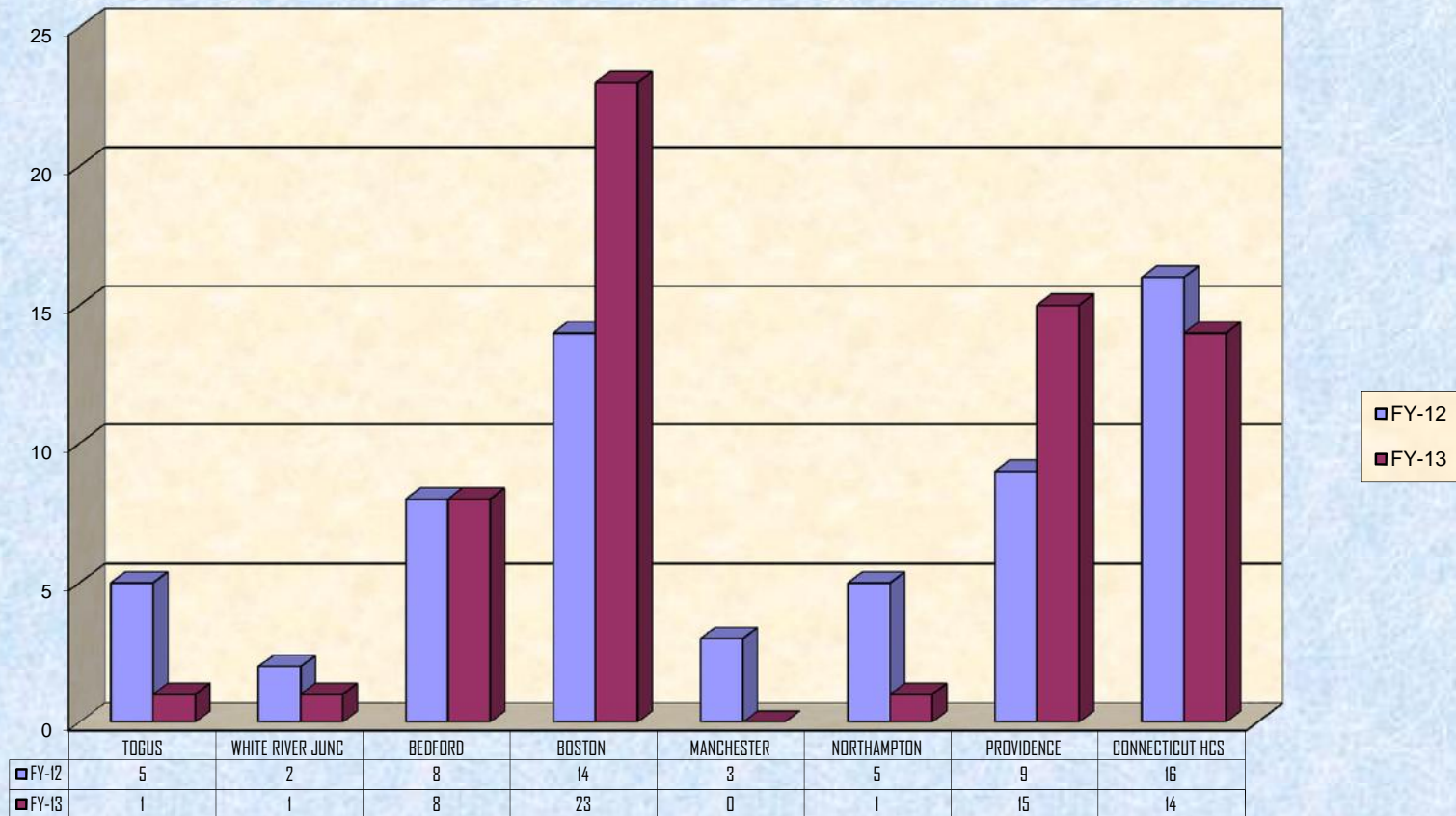
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Veterans Health Administration FY-12 & FY-13 Formal Per Capita (per 100 employees)



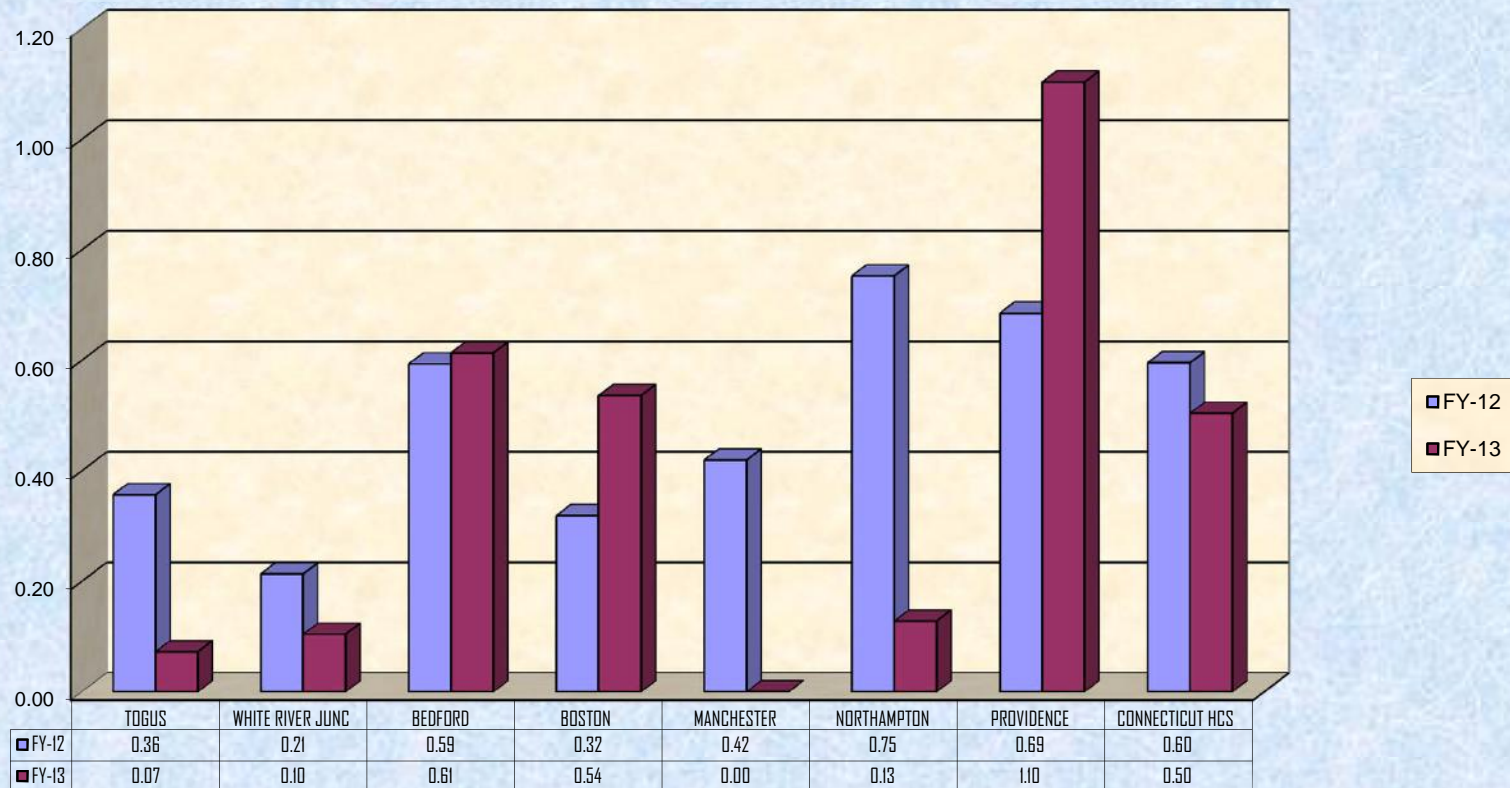
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Veterans Health Administration - VISN 1 FY-12 & FY-13 Informal Contacts



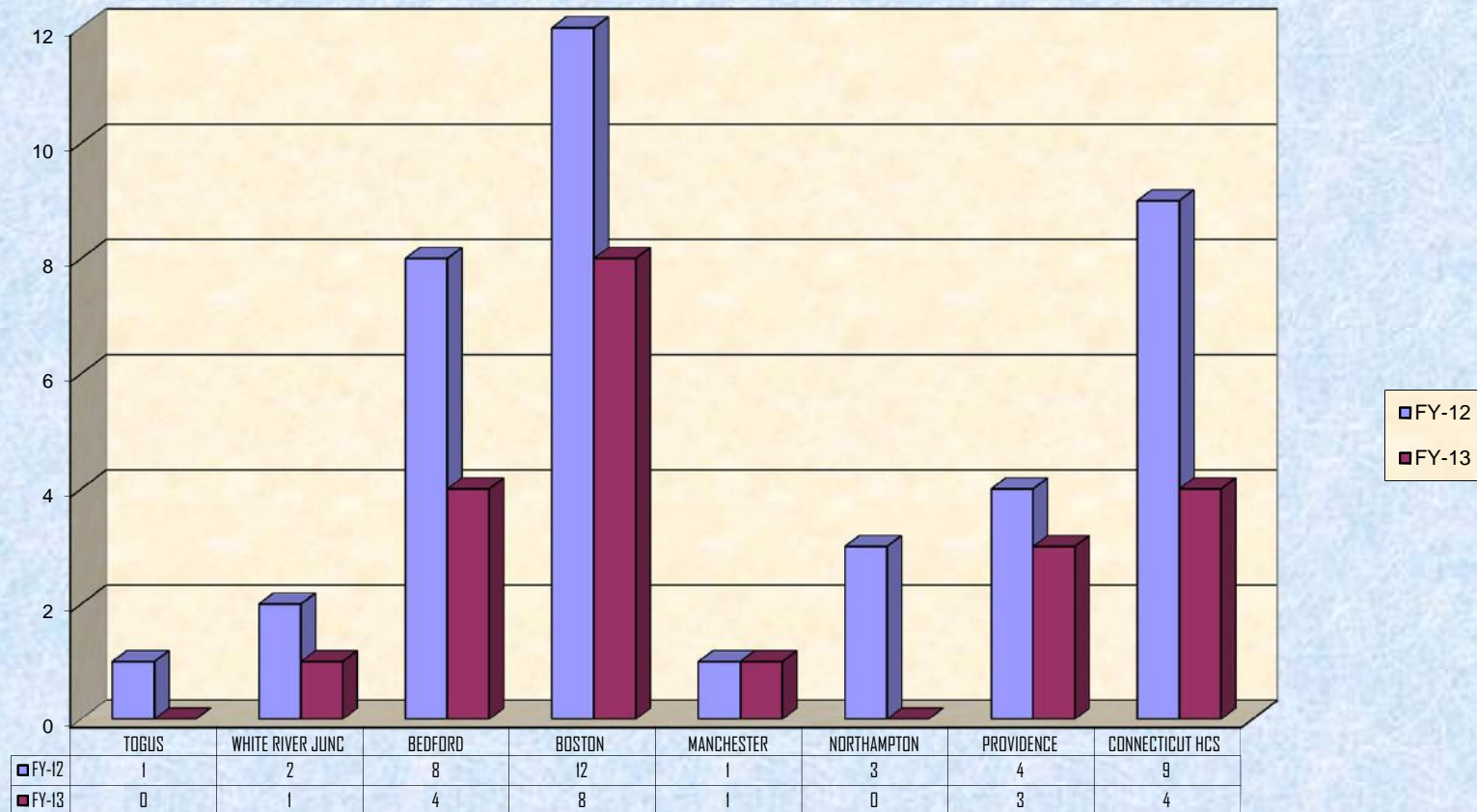
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Veterans Health Administration - VISN 1 FY-12 & FY-13 Informal Per Capita (per 100 employees)



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Veterans Health Administration - VISN 1 FY-12 & FY-13 Formal Complaints Filed

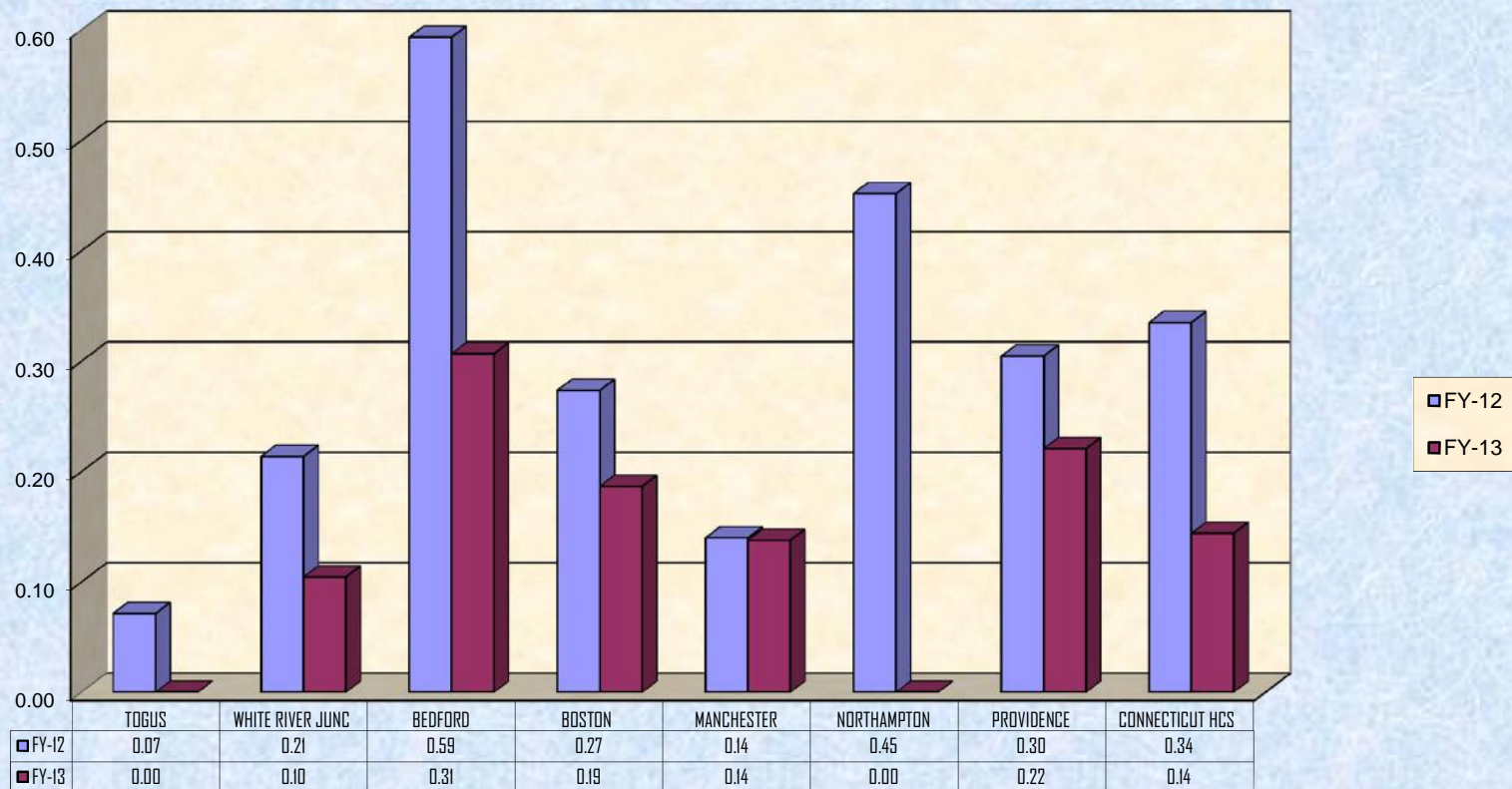


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Veterans Health Administration - VISN 1

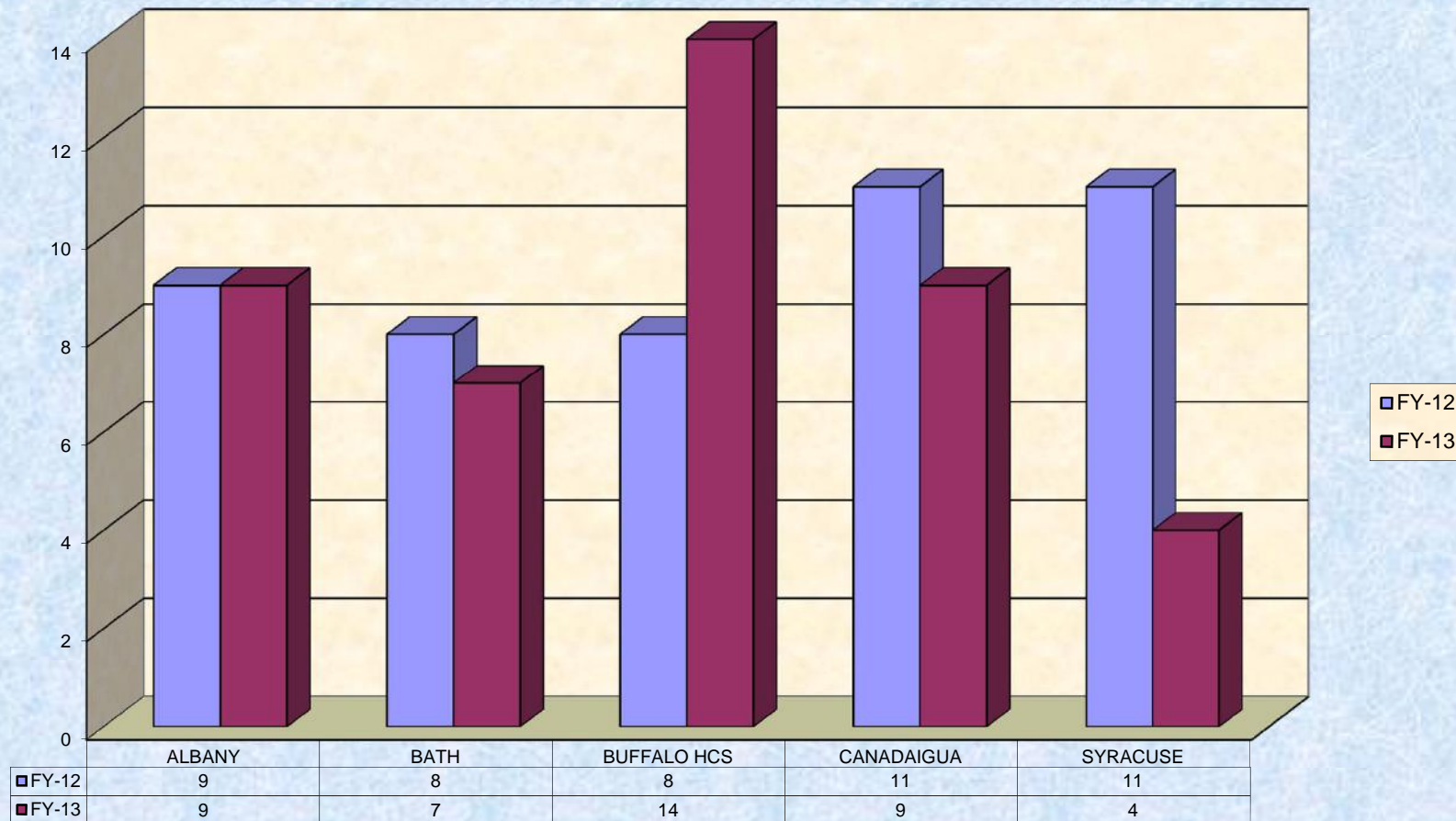
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



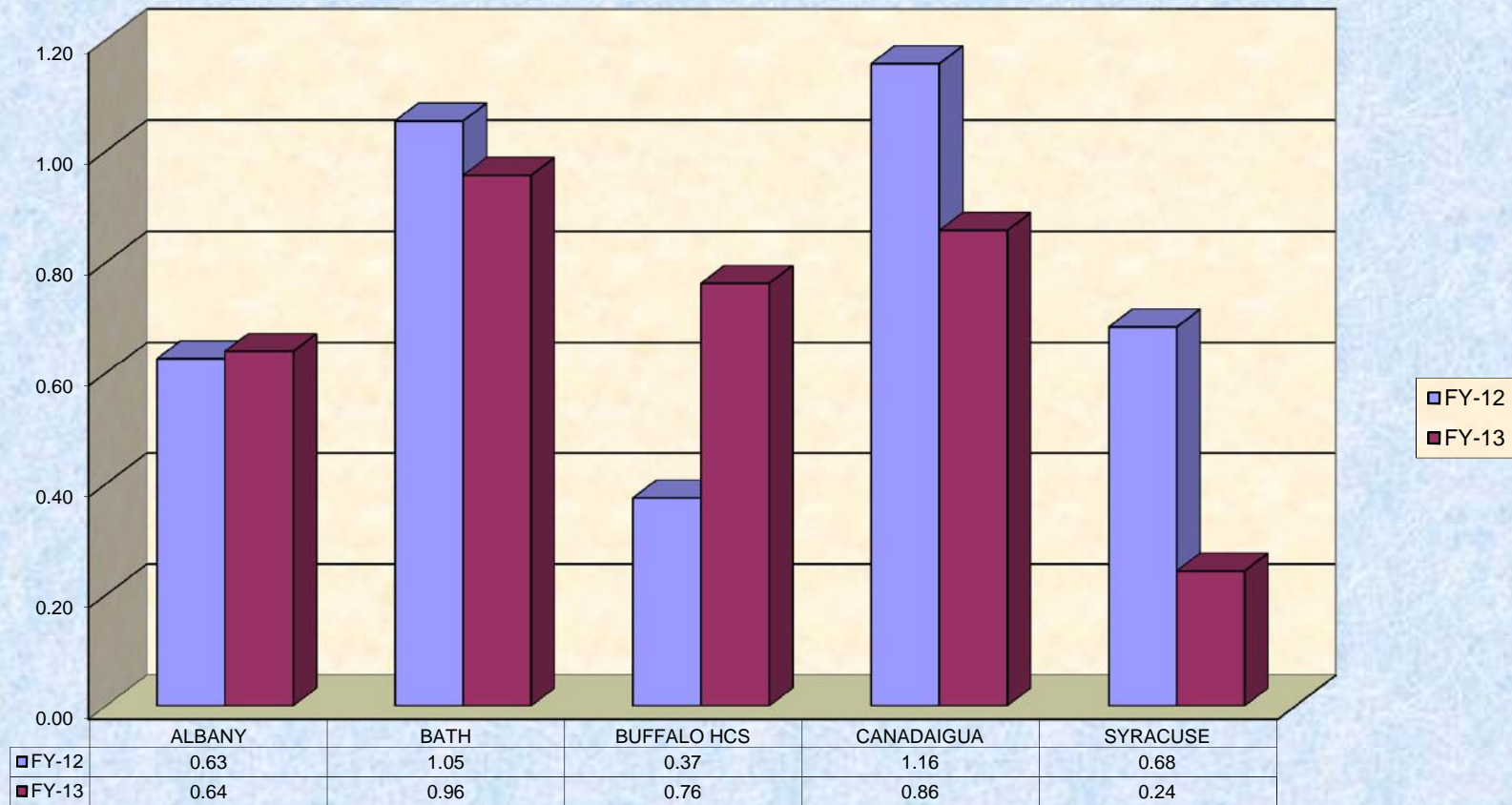
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Veterans Health Administration - VISN 2 FY-12 & FY-13 Informal Contacts



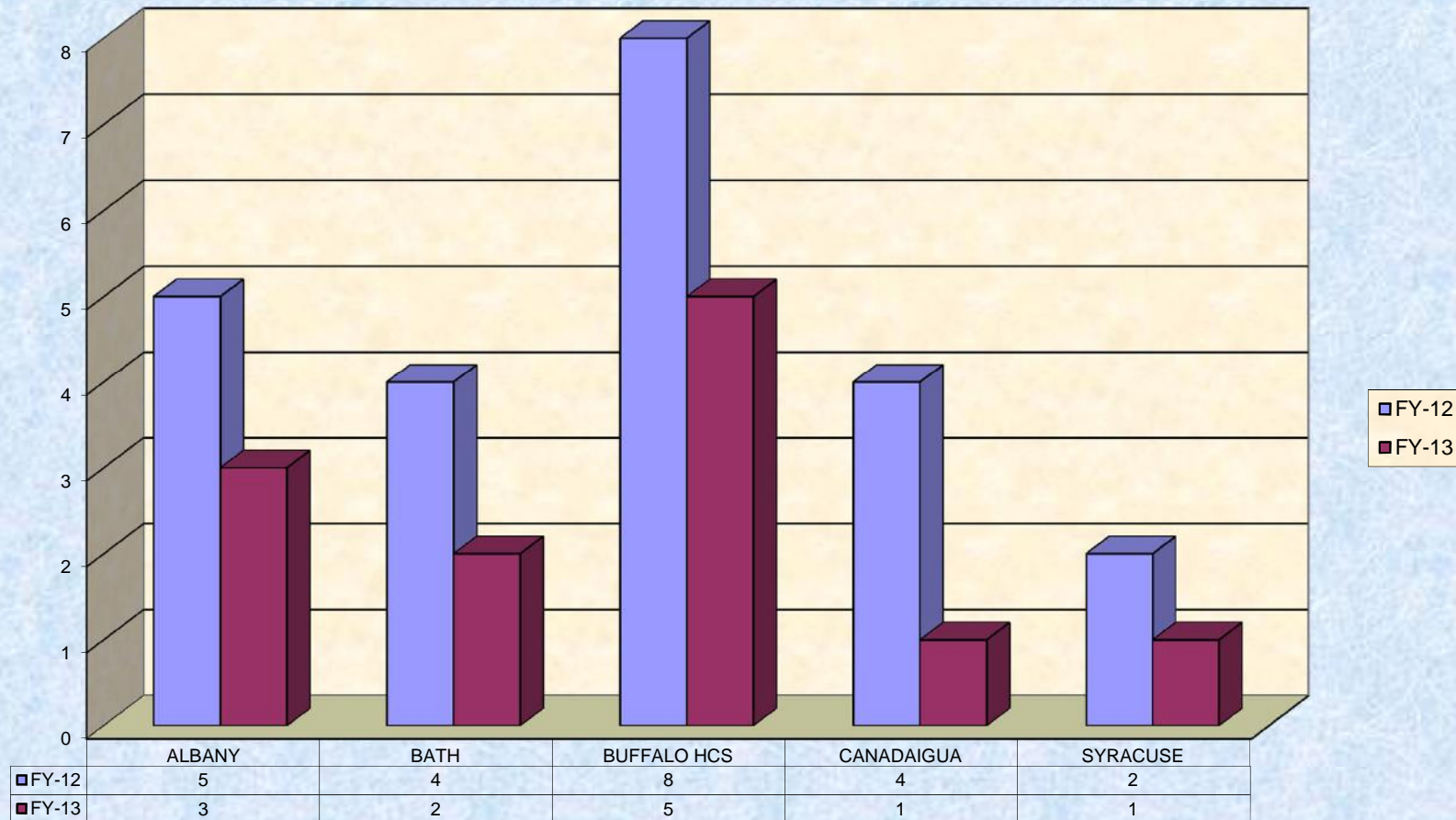
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Veterans Health Administration - VISN 2 FY-12 & FY-13 Informal Per Capita (per 100 employees)



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Veterans Health Administration - VISN 2 FY-12 & FY-13 Formal Complaints Filed

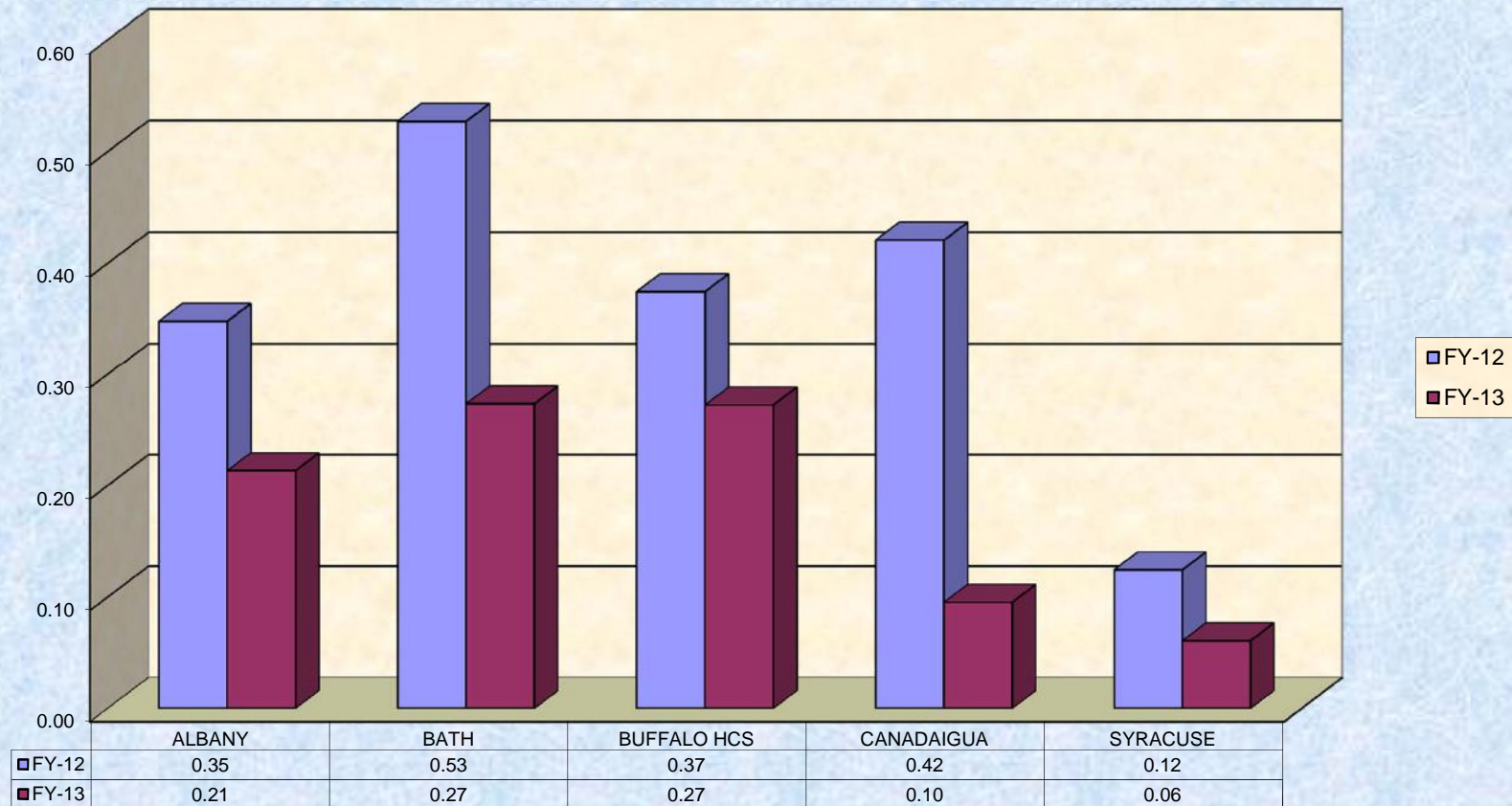


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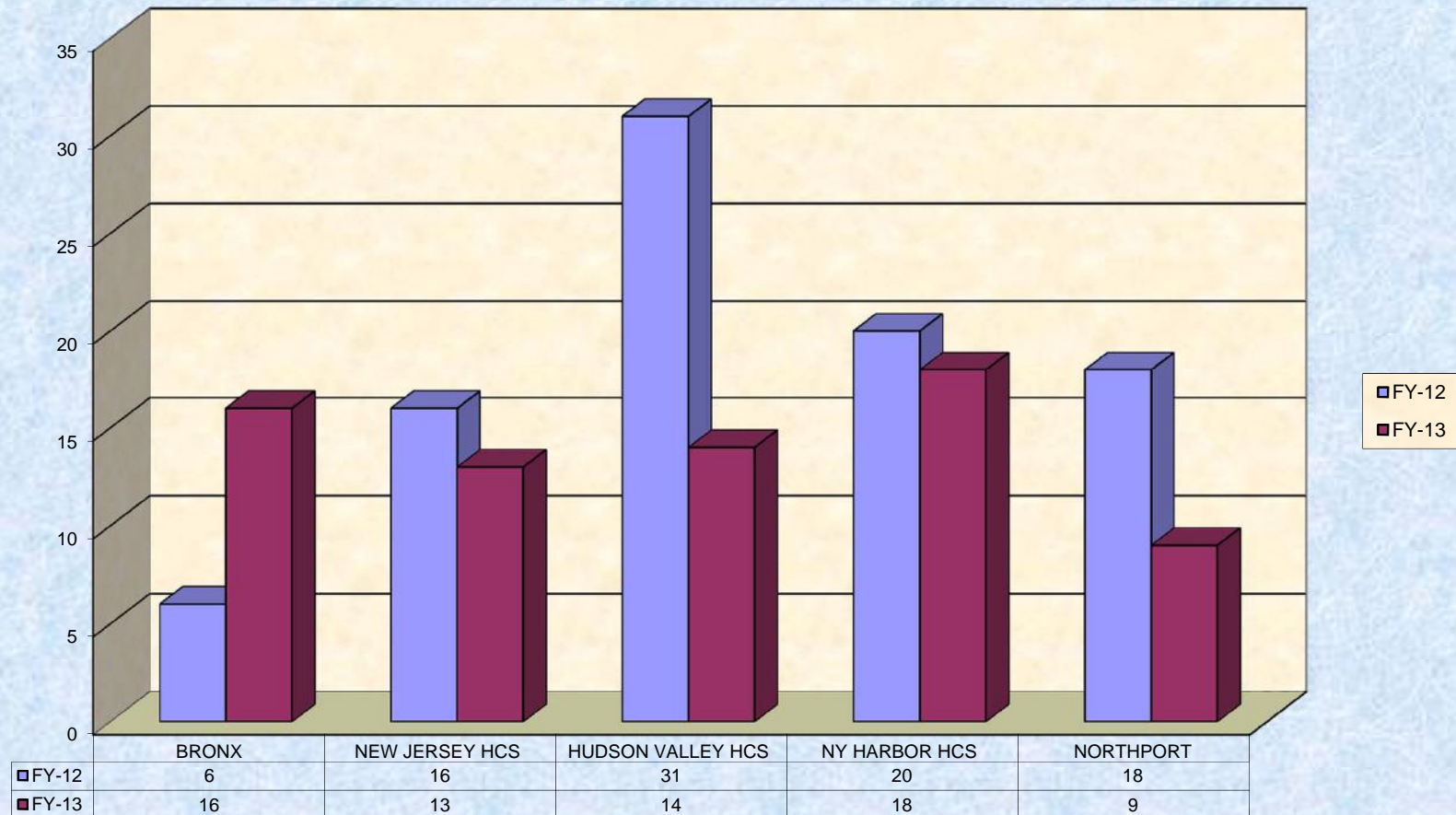
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



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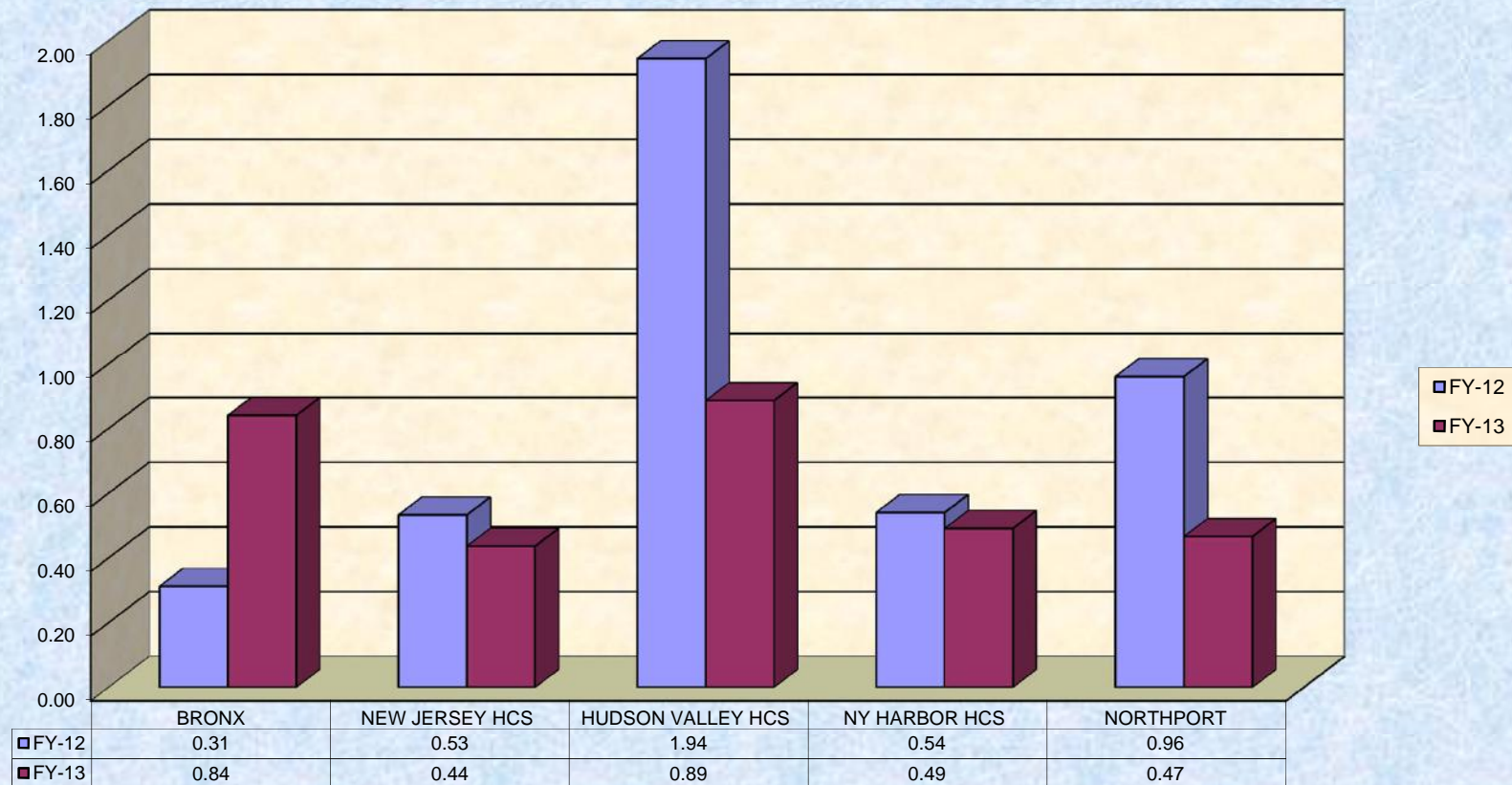
Veterans Health Administration - VISN 3 FY-12 & FY-13 Informal Contacts



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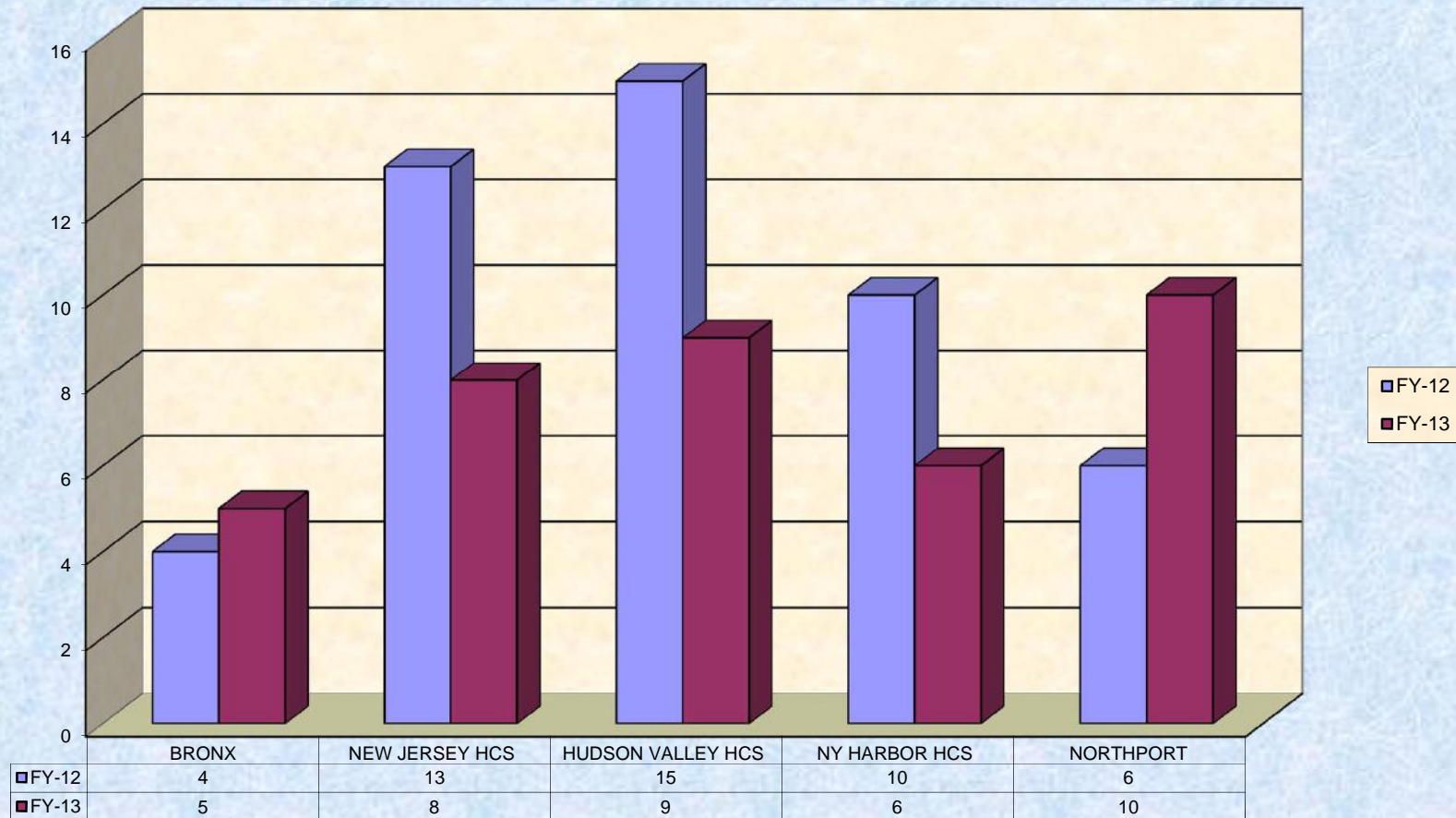
Veterans Health Administration - VISN 3

FY-12 & FY-13 Informal Per Capita (per 100 employees)



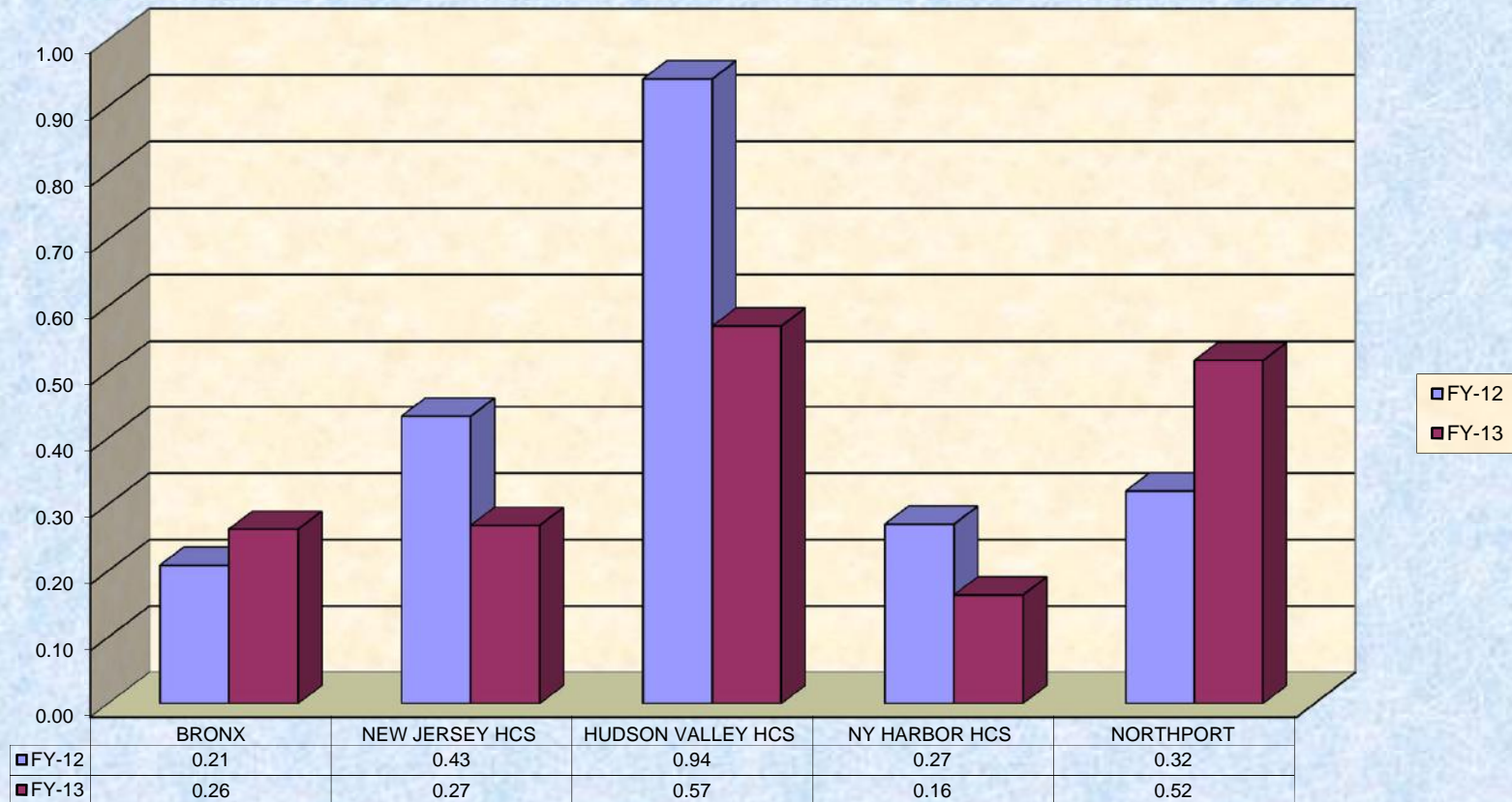
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Veterans Health Administration - VISN 3 FY-12 & FY-13 Formal Complaints Filed



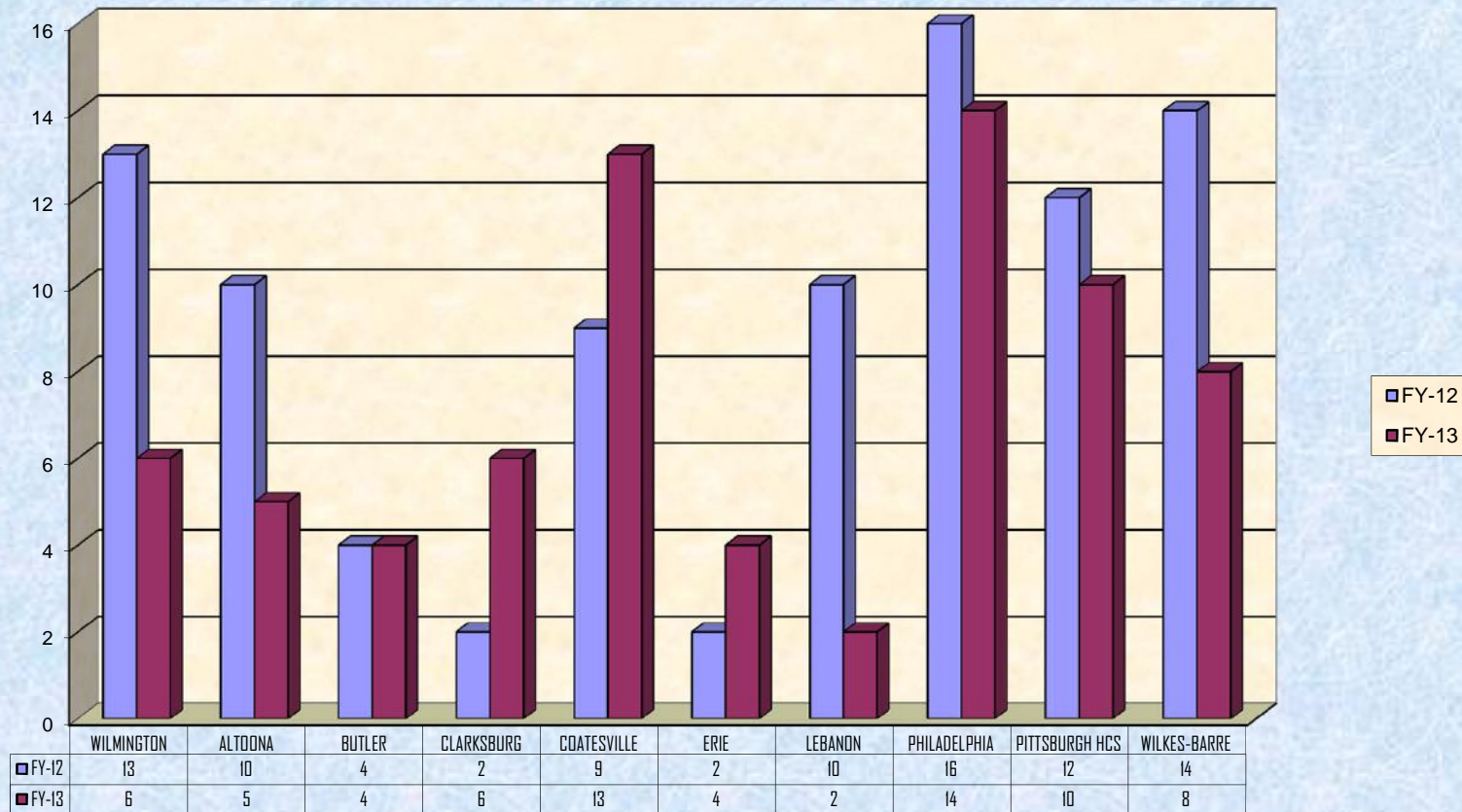
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Veterans Health Administration - VISN 3 FY-12 & FY-13 Formal Per Capita (per 100 employees)



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Veterans Health Administration - VISN 4 FY-12 & FY-13 Informal Contacts

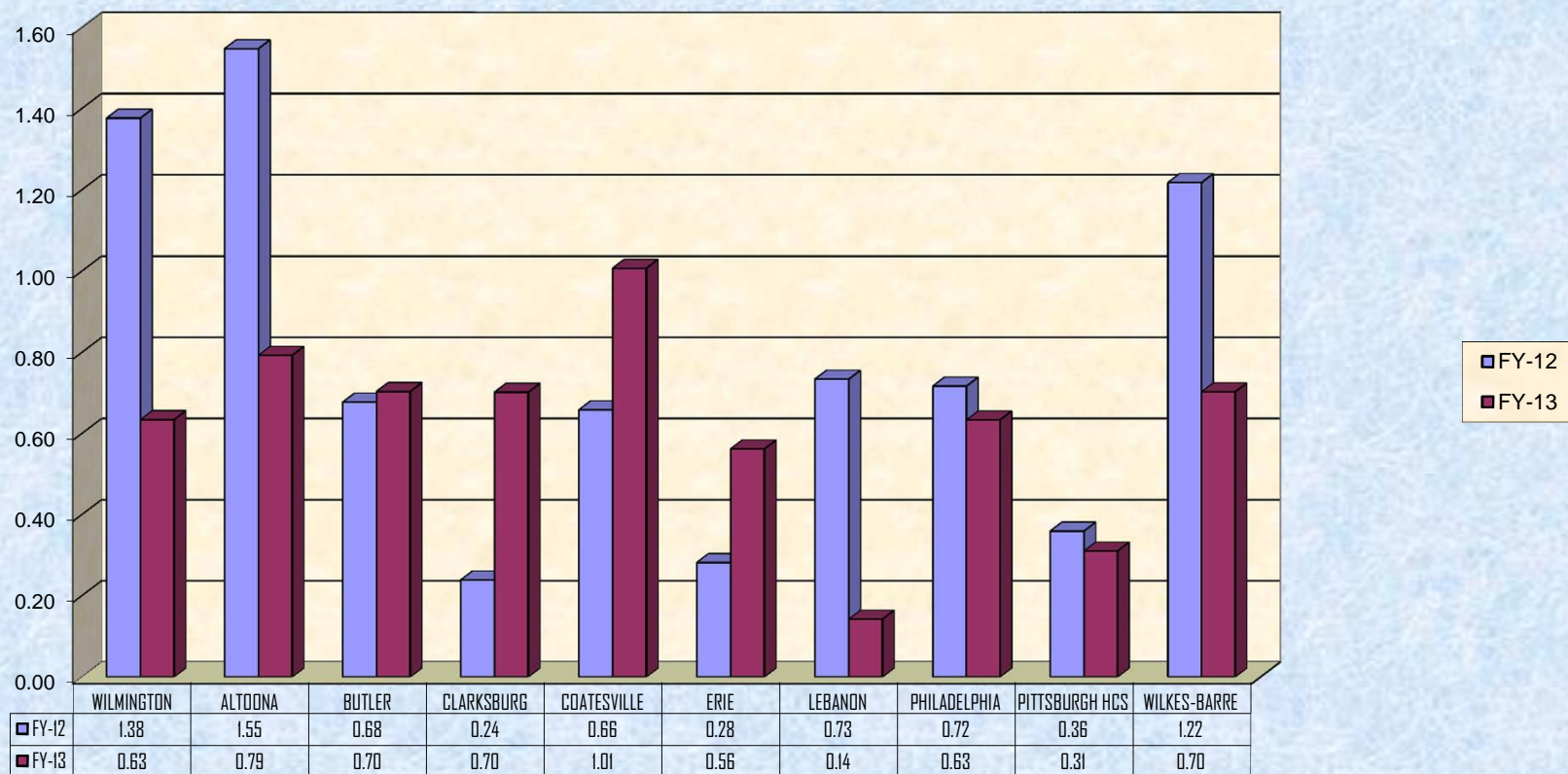


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Veterans Health Administration - VISN 4

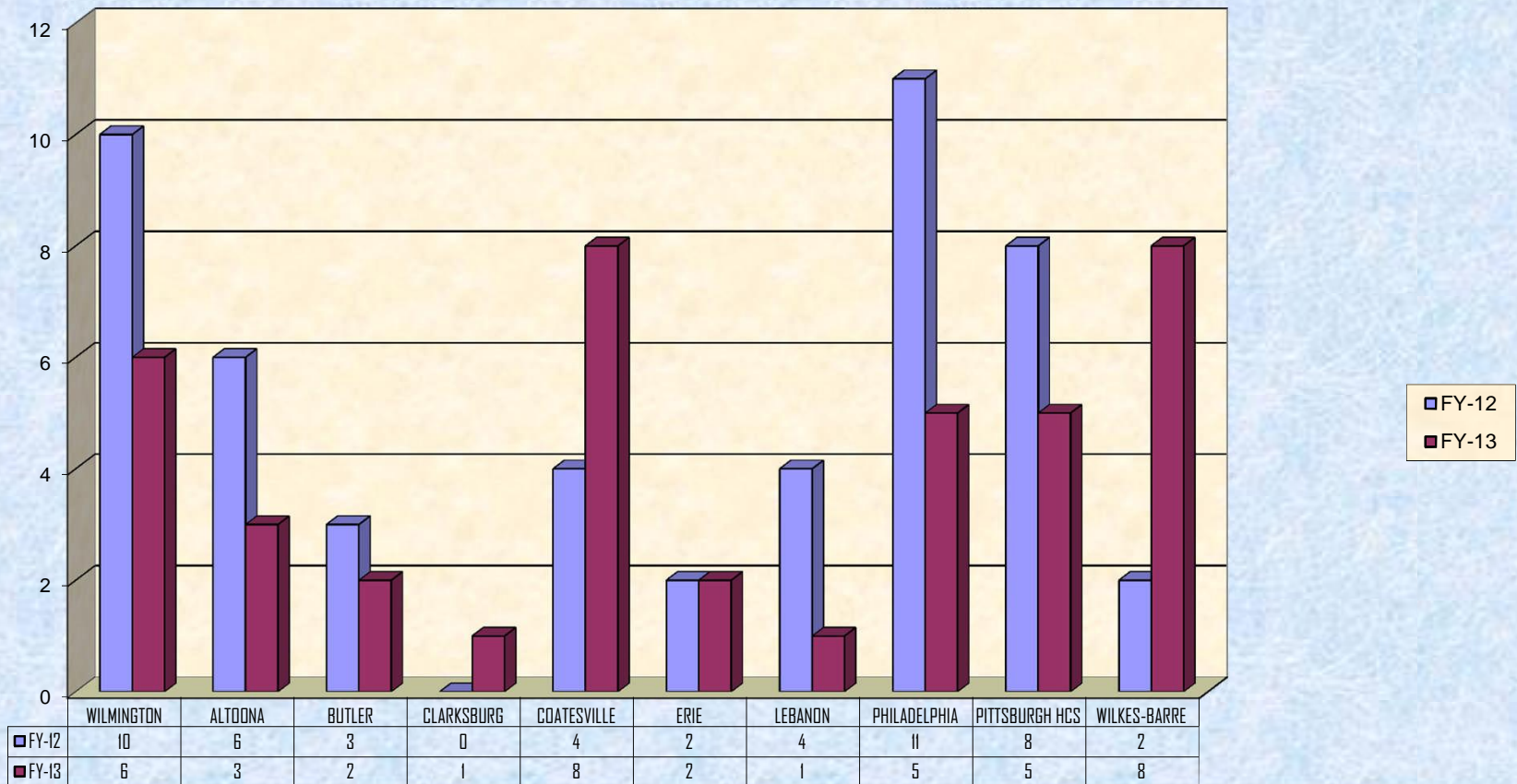
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 4 FY-12 & FY-13 Formal Complaints Filed

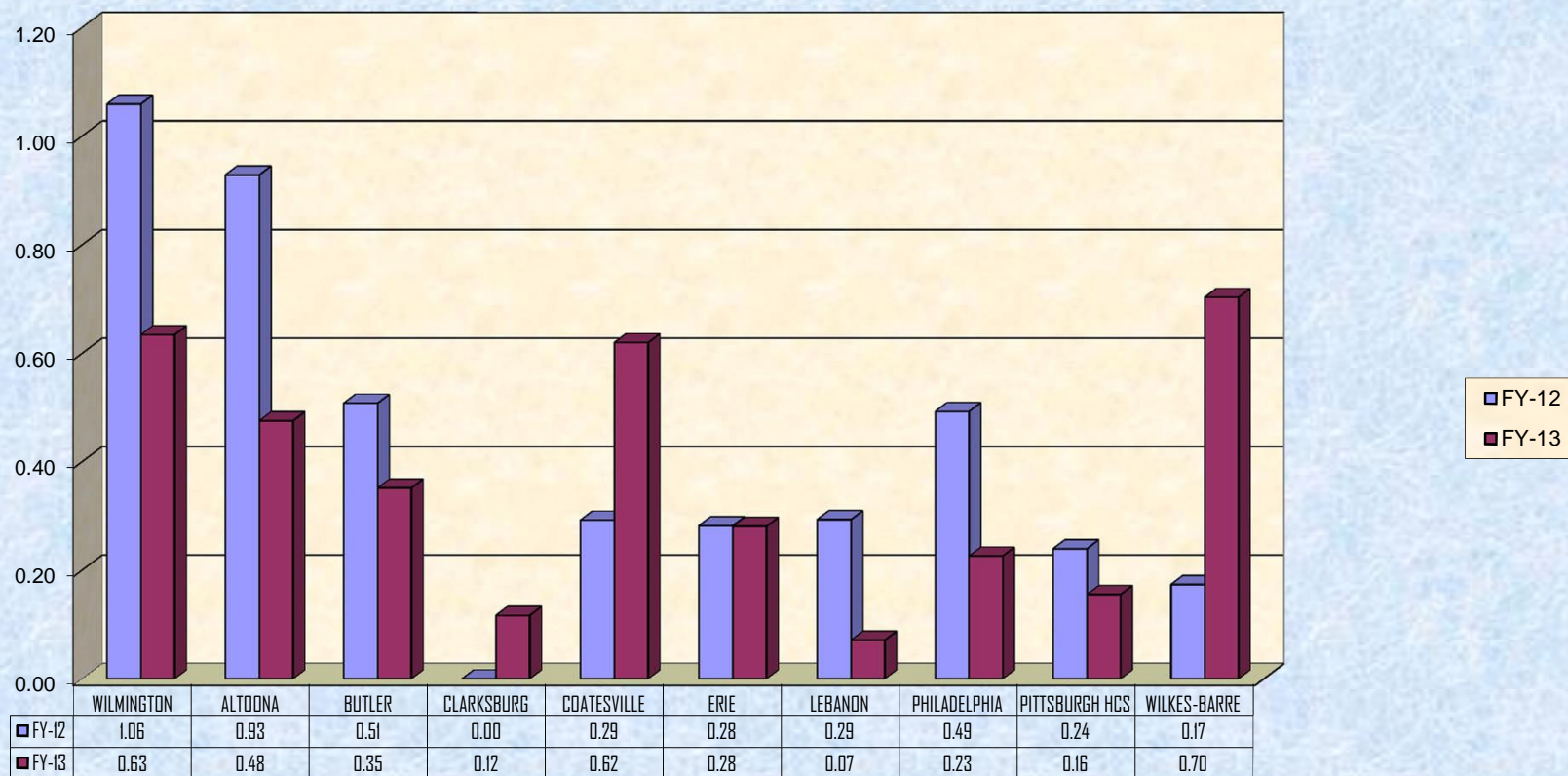


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Veterans Health Administration - VISN 4

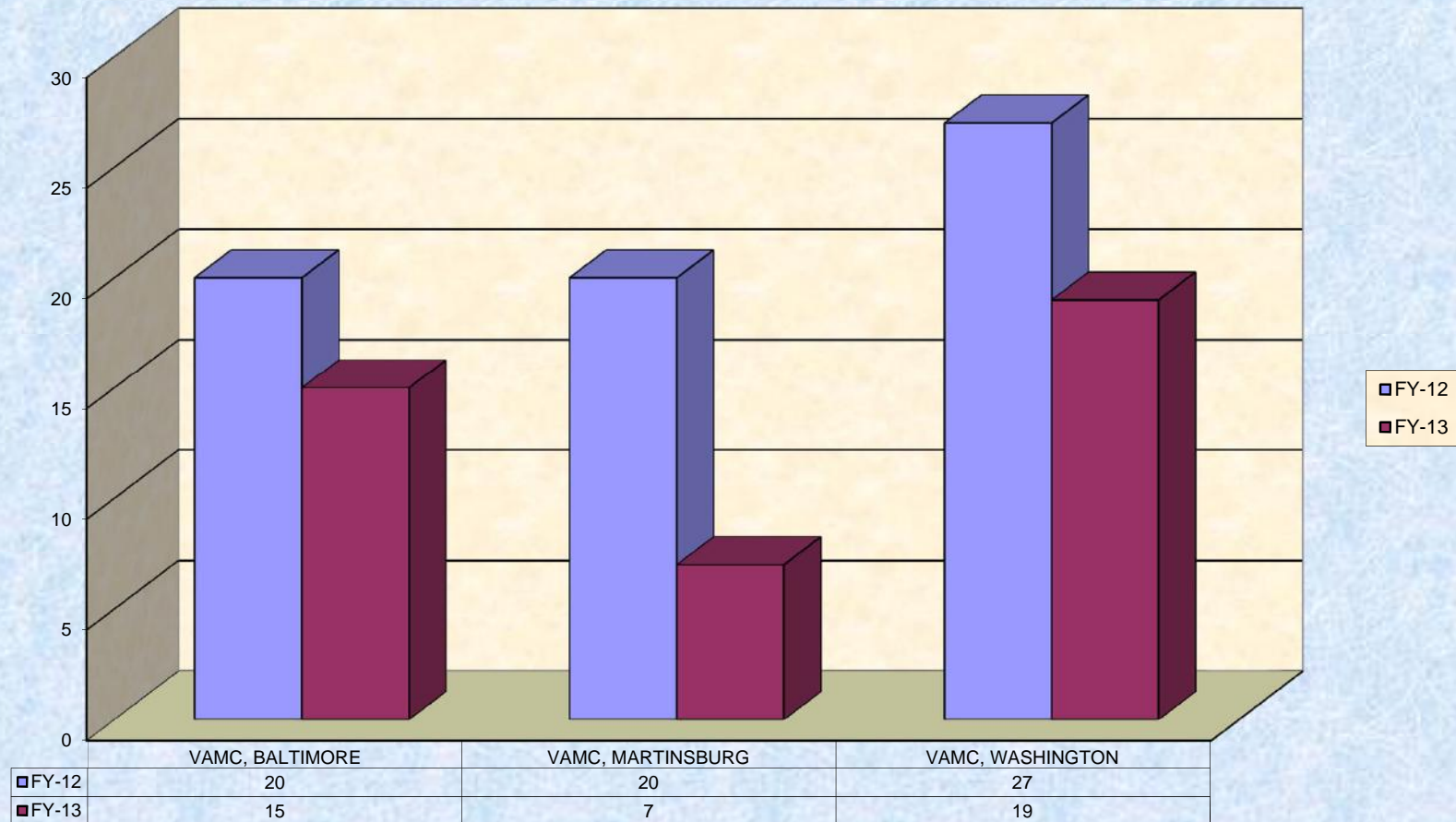
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



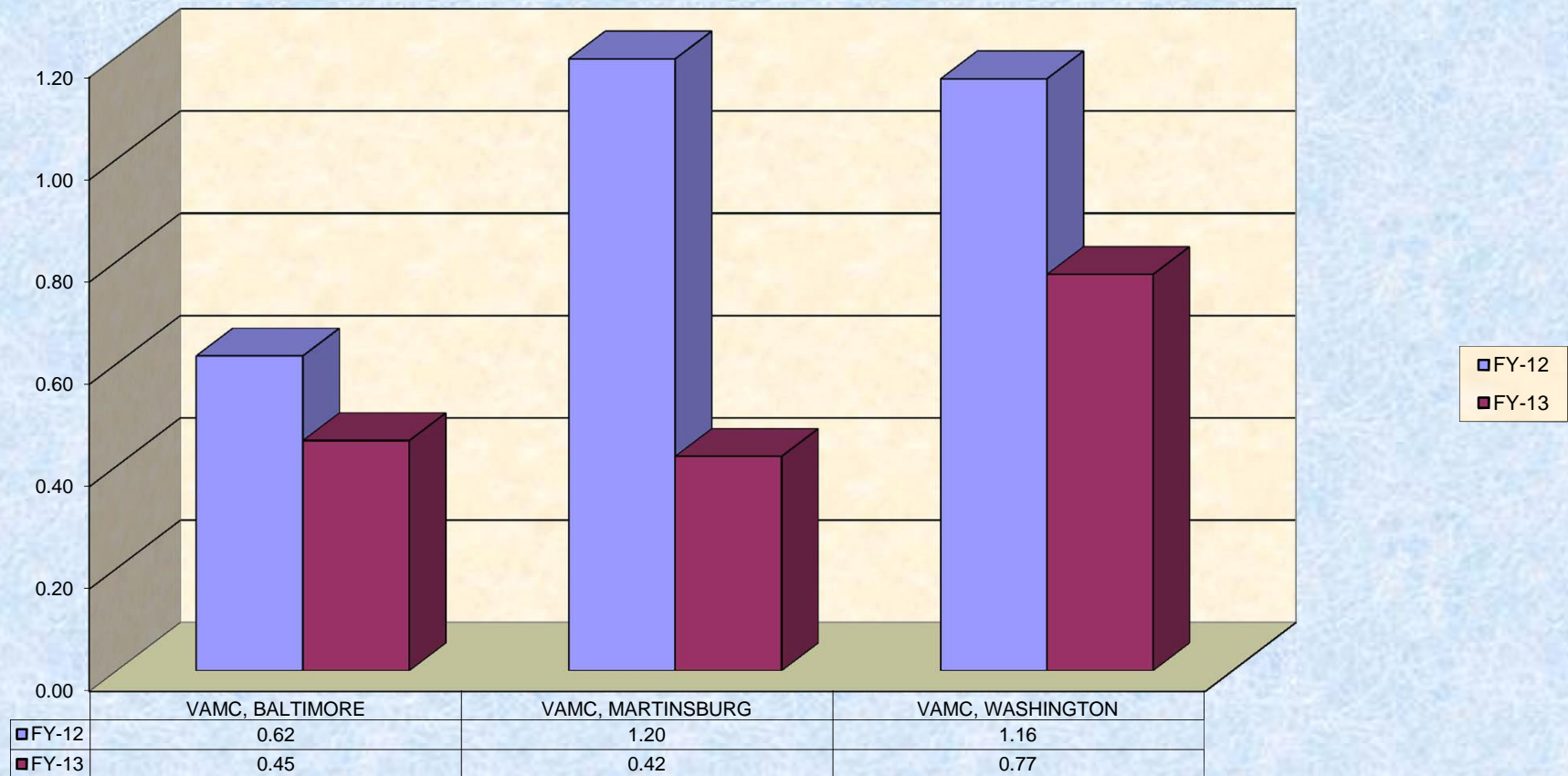
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Veterans Health Administration - VISN 5 FY-12 & FY-13 Informal Contacts



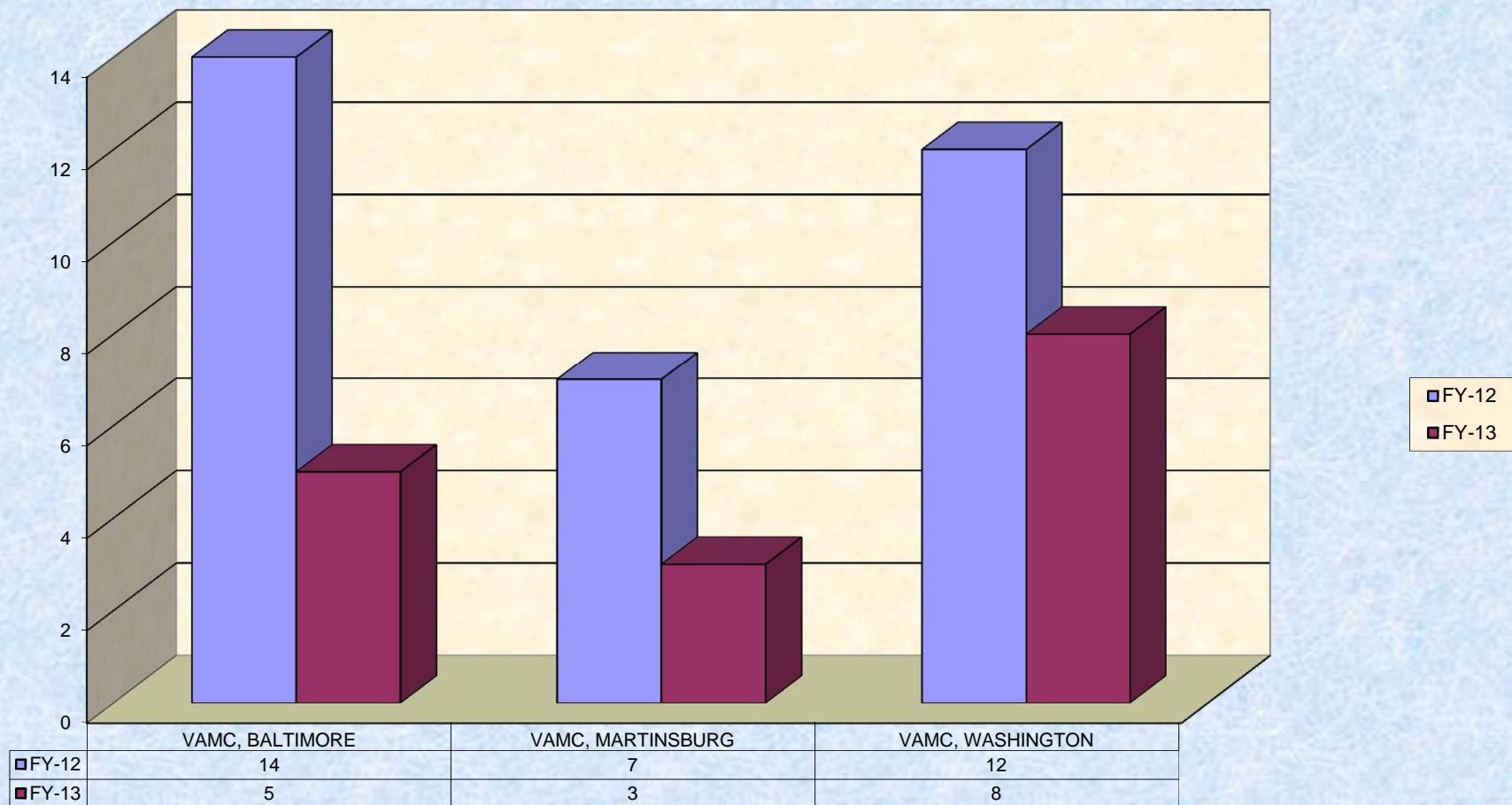
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Veterans Health Administration - VISN 5 FY-12 & FY-13 Informal Per Capita (per 100 employees)



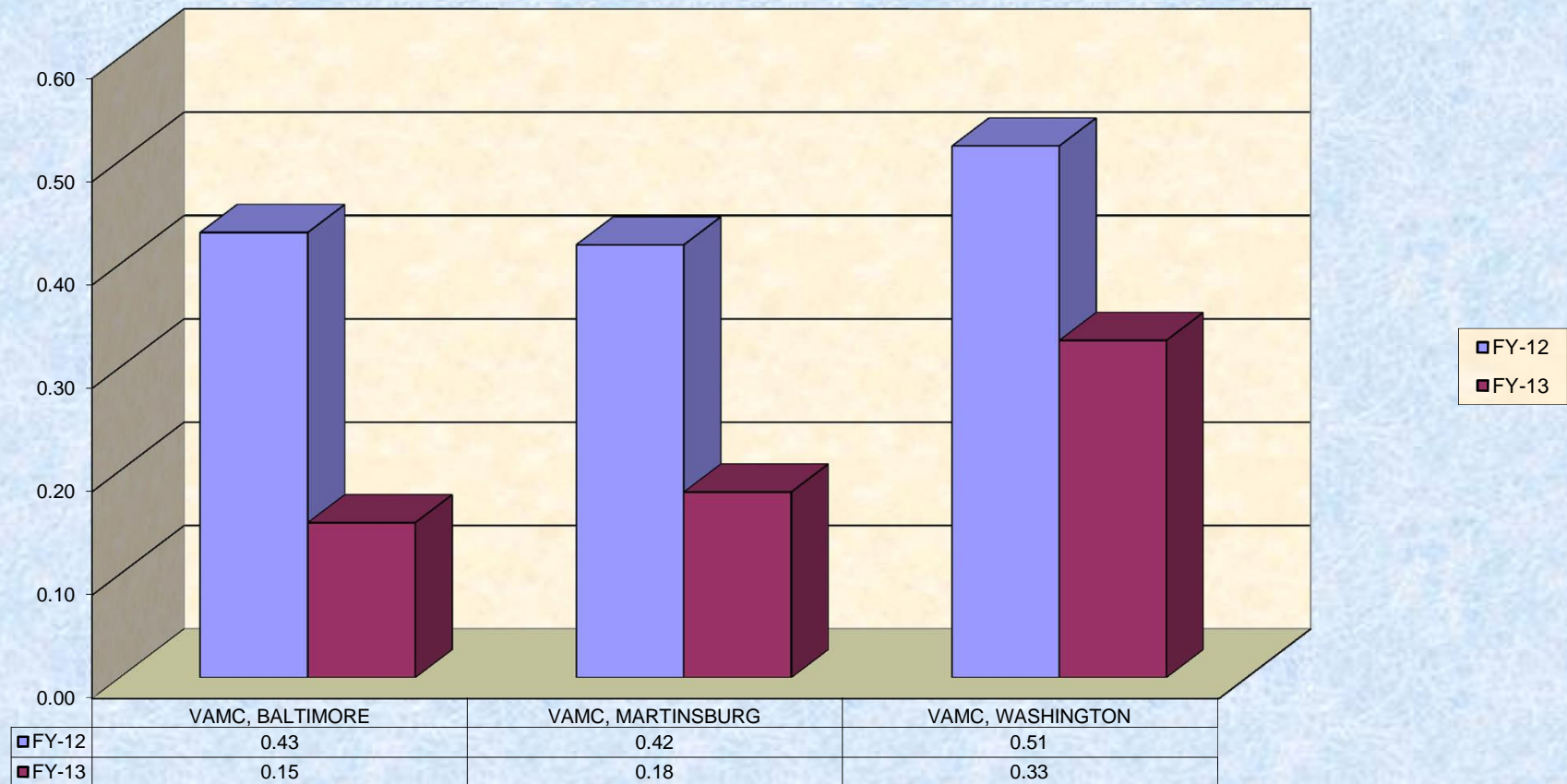
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Veterans Health Administration - VISN 5 FY-12 & FY-13 Formal Complaints Filed



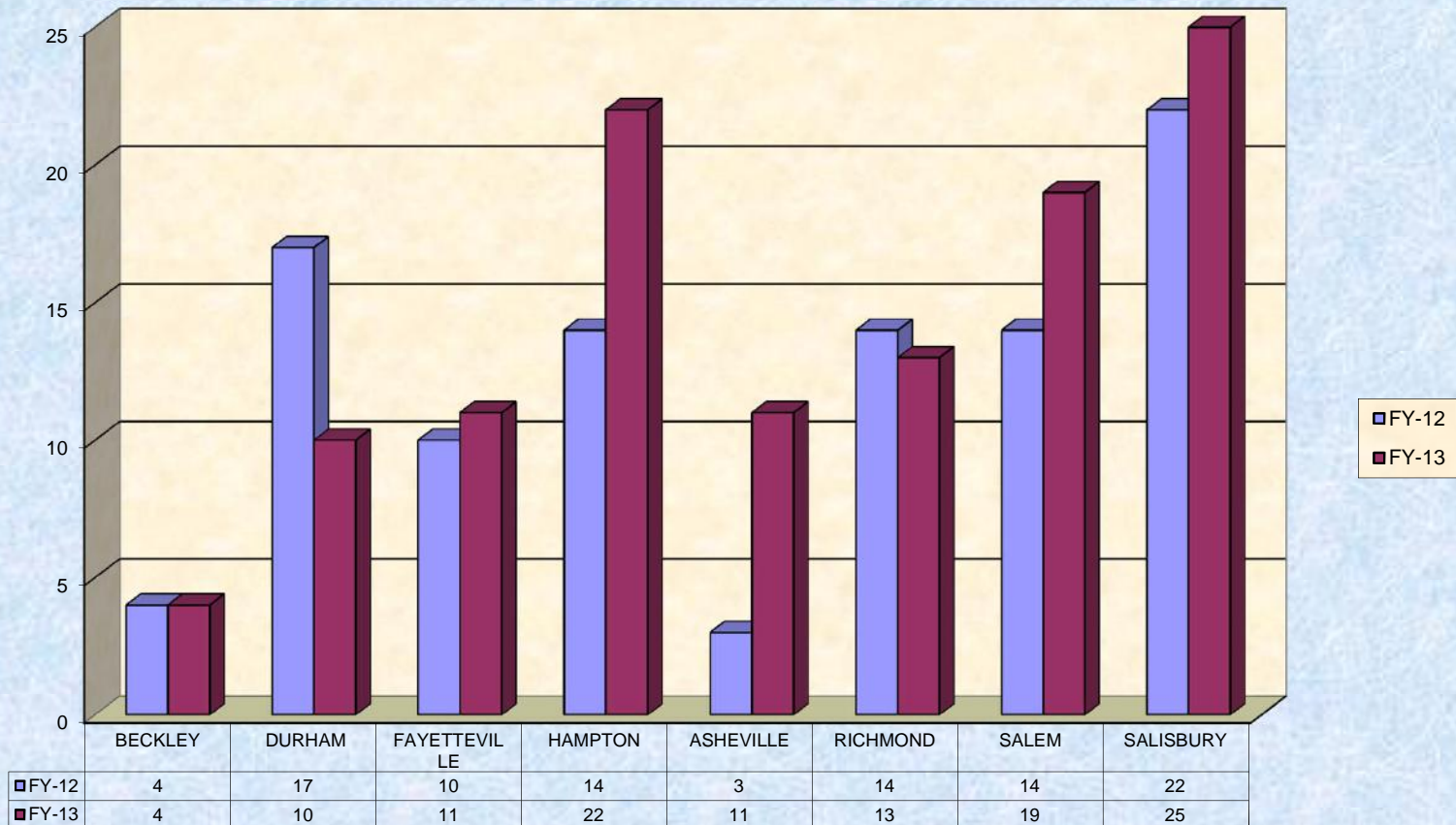
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Veterans Health Administration - VISN 5 FY-12 & FY-13 Formal Per Capita (per 100 employees)



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Veterans Health Administration - VISN 6 FY-12 & FY-13 Informal Contacts

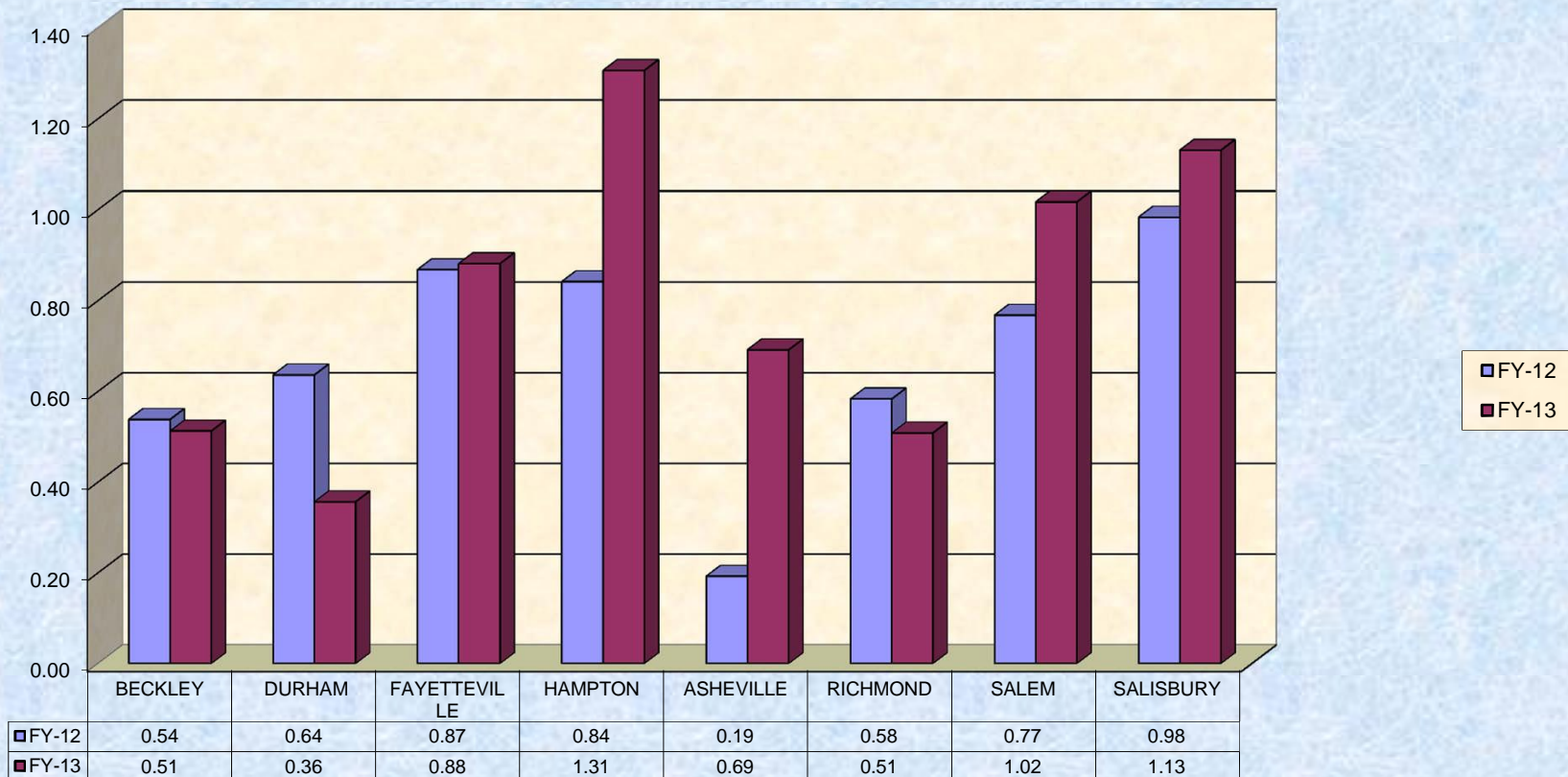


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Veterans Health Administration - VISN 6

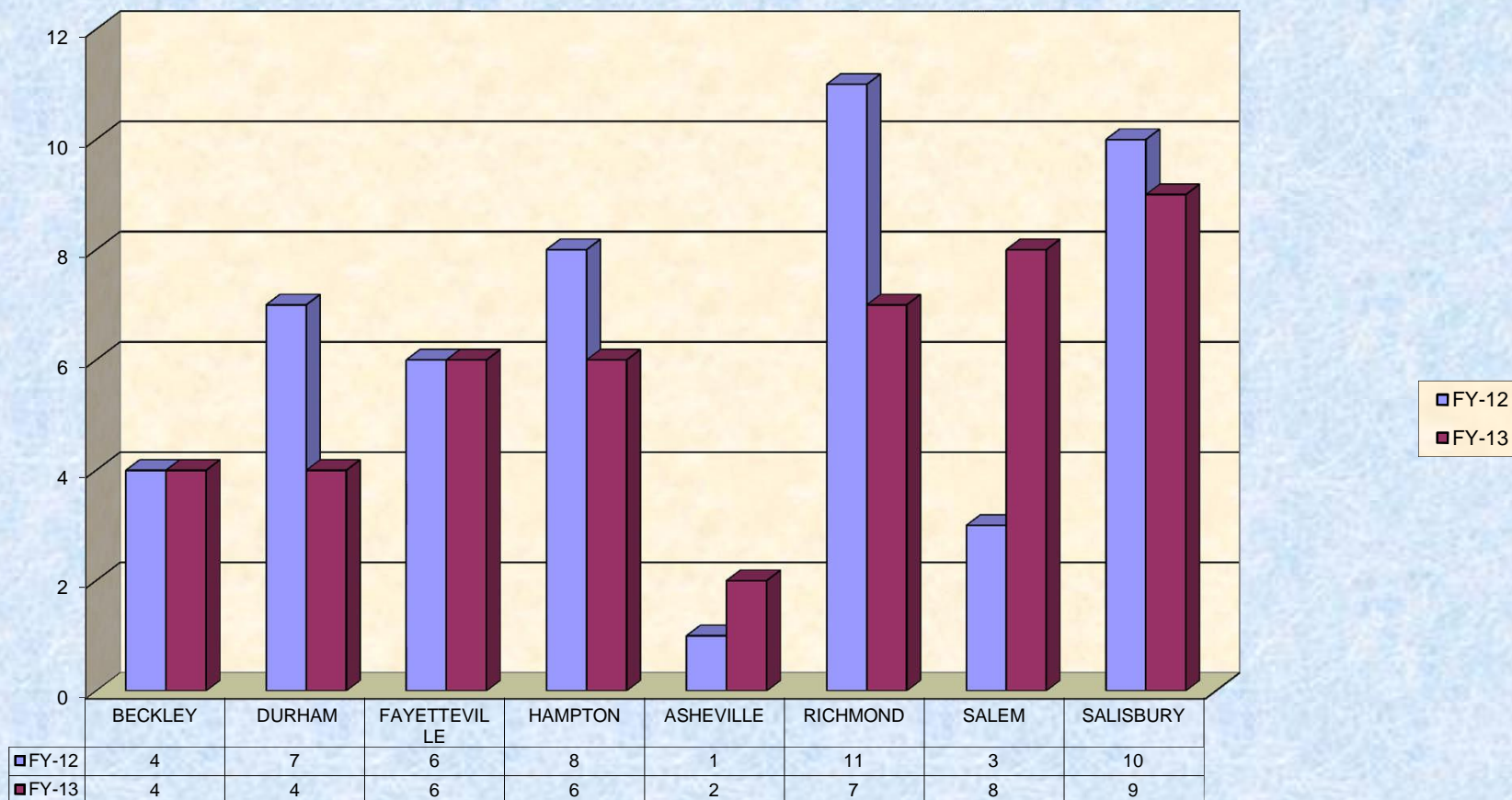
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
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Veterans Health Administration - VISN 6 FY-12 & FY-13 Formal Complaints Filed

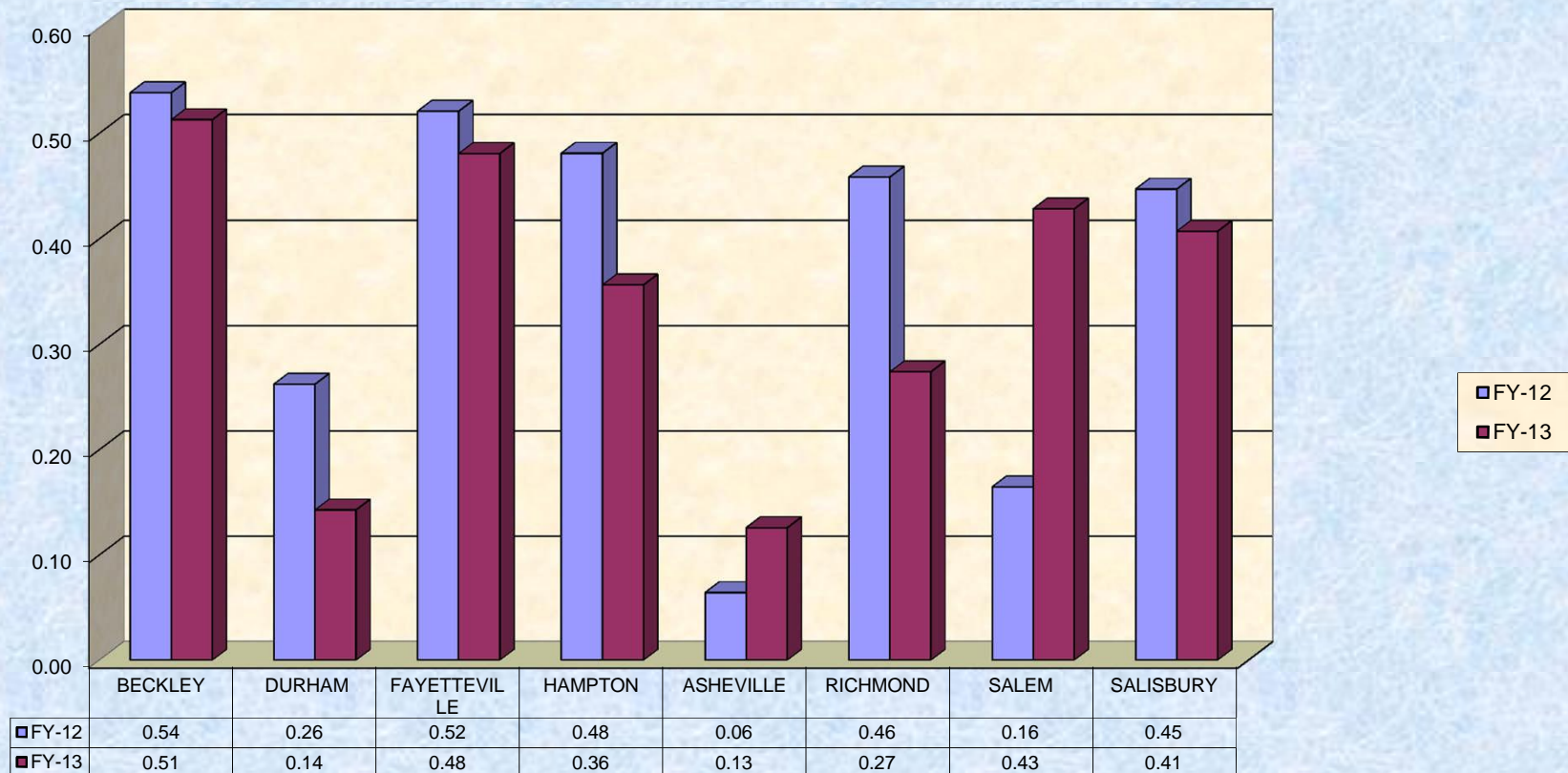


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Veterans Health Administration - VISN 6

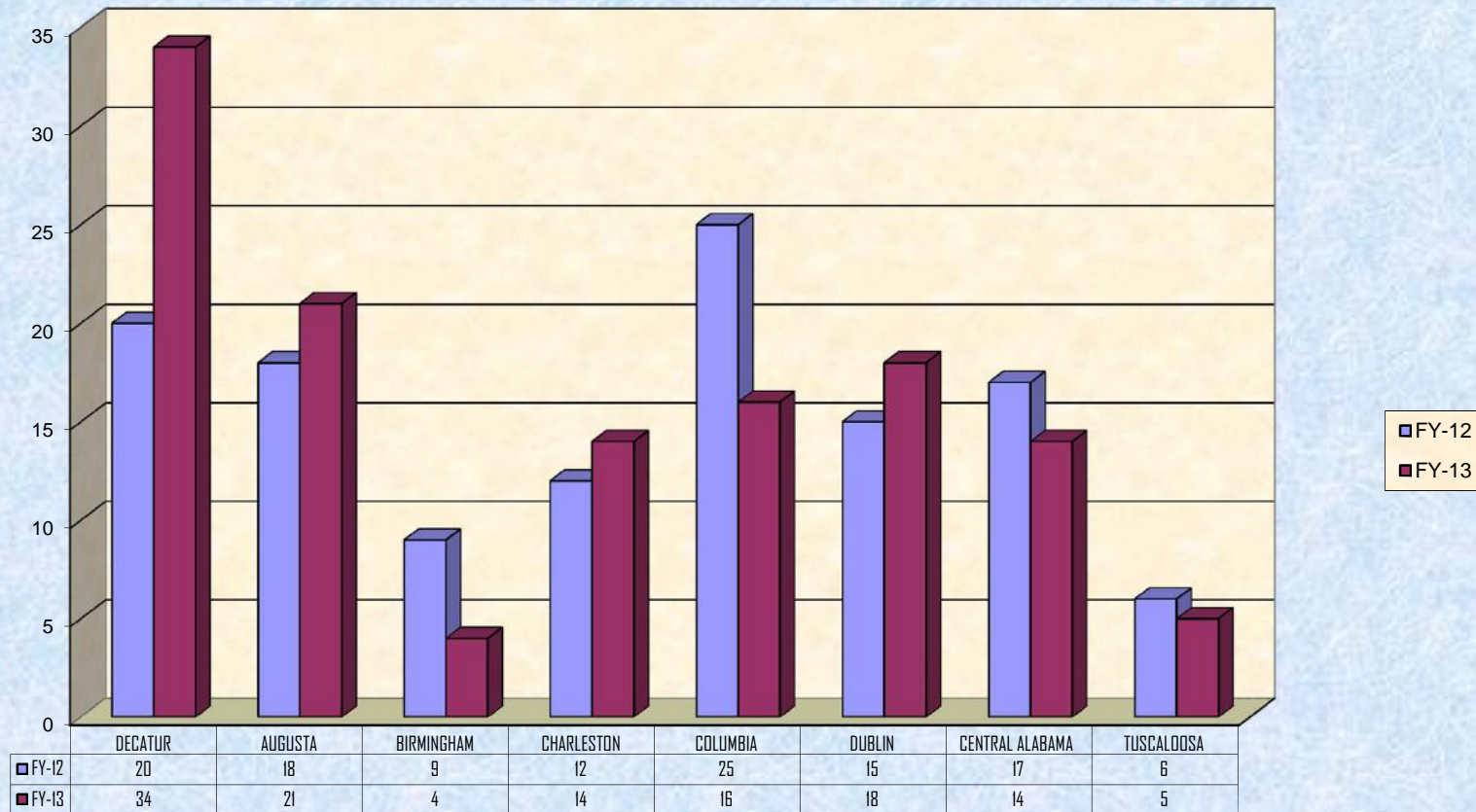
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
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Veterans Health Administration - VISN 7 FY-12 & FY-13 Informal Contacts

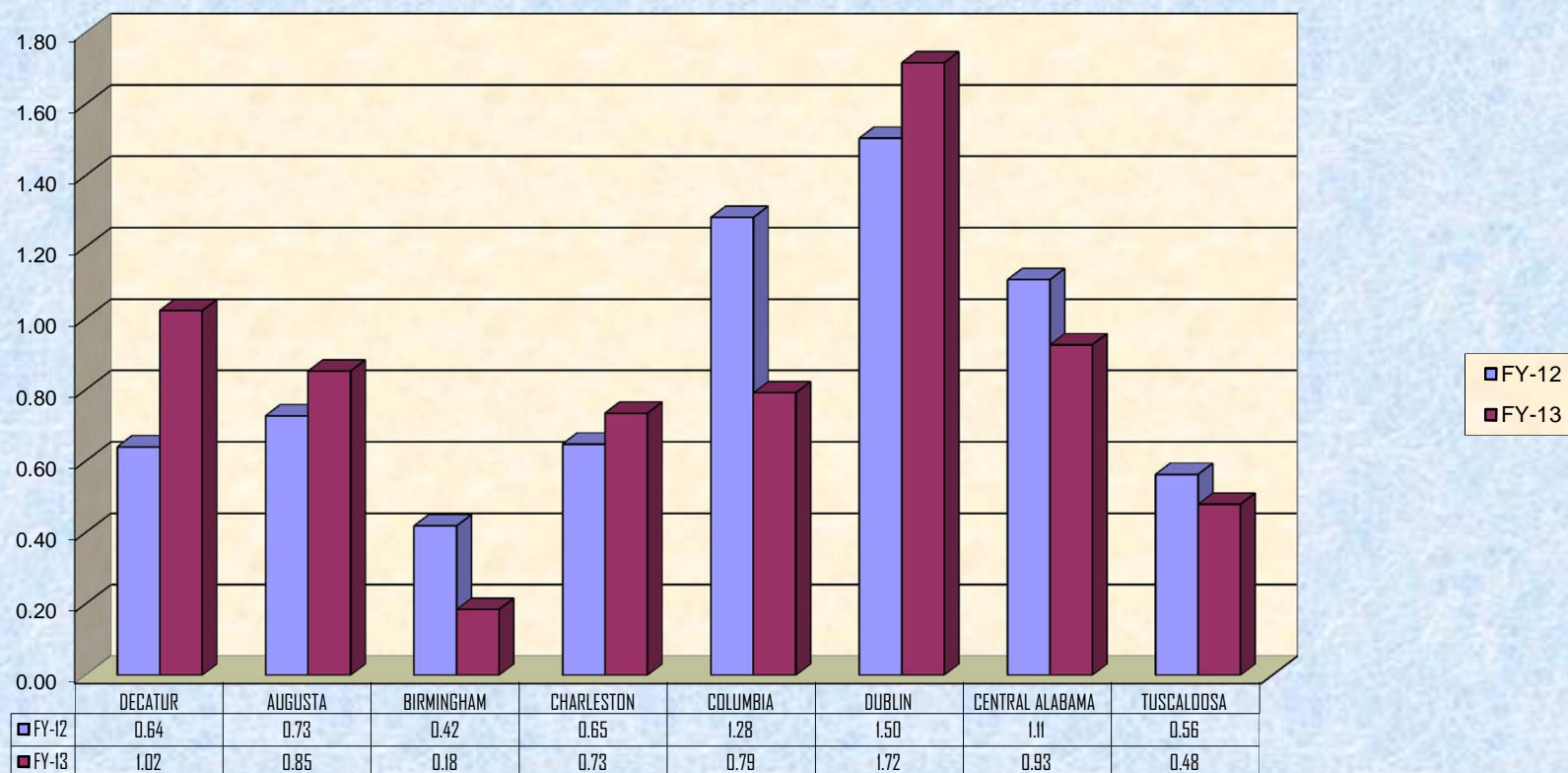


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Veterans Health Administration - VISN 7

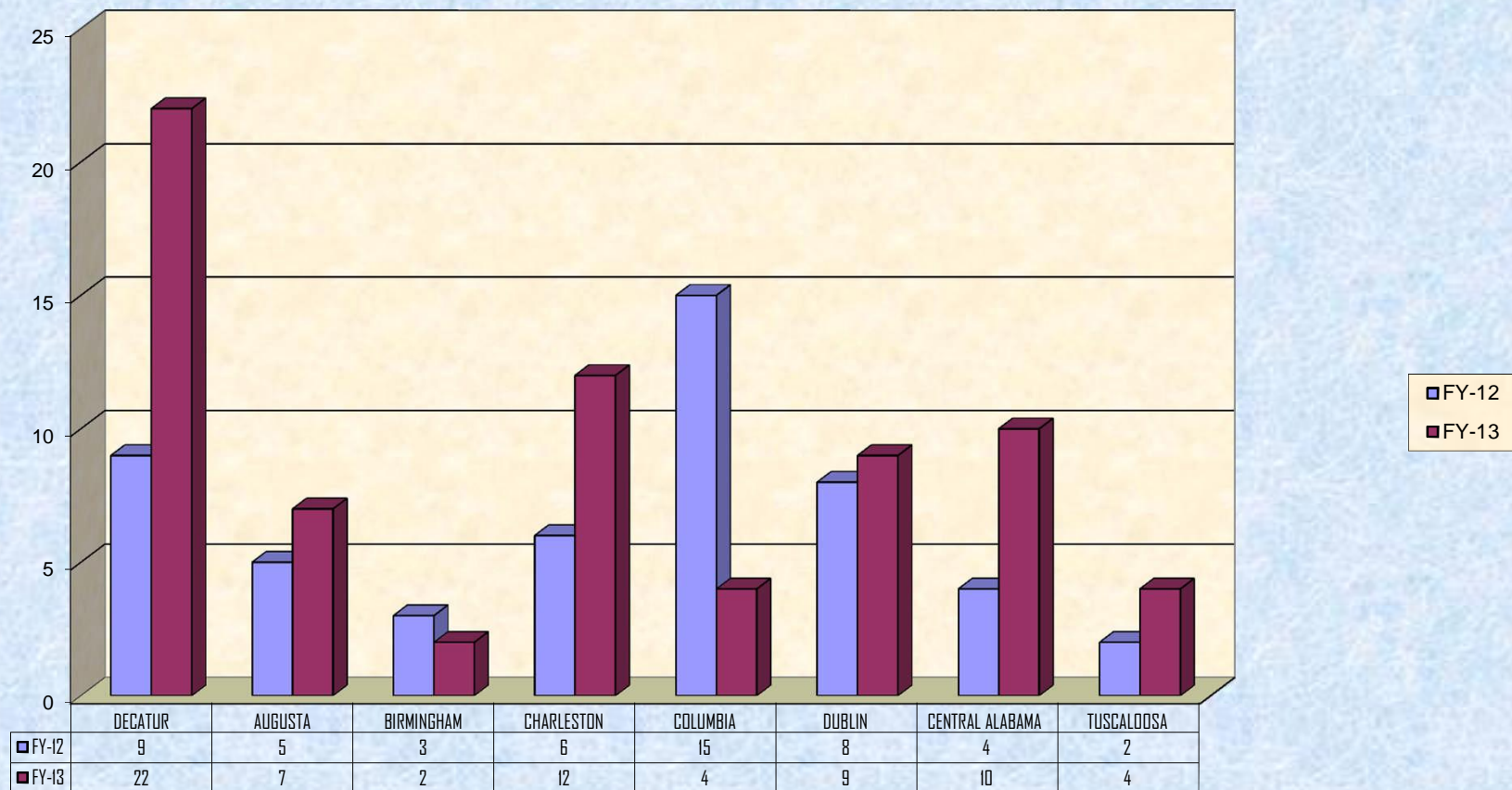
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
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Veterans Health Administration - VISN 7 FY-12 & FY-13 Formal Complaints Filed

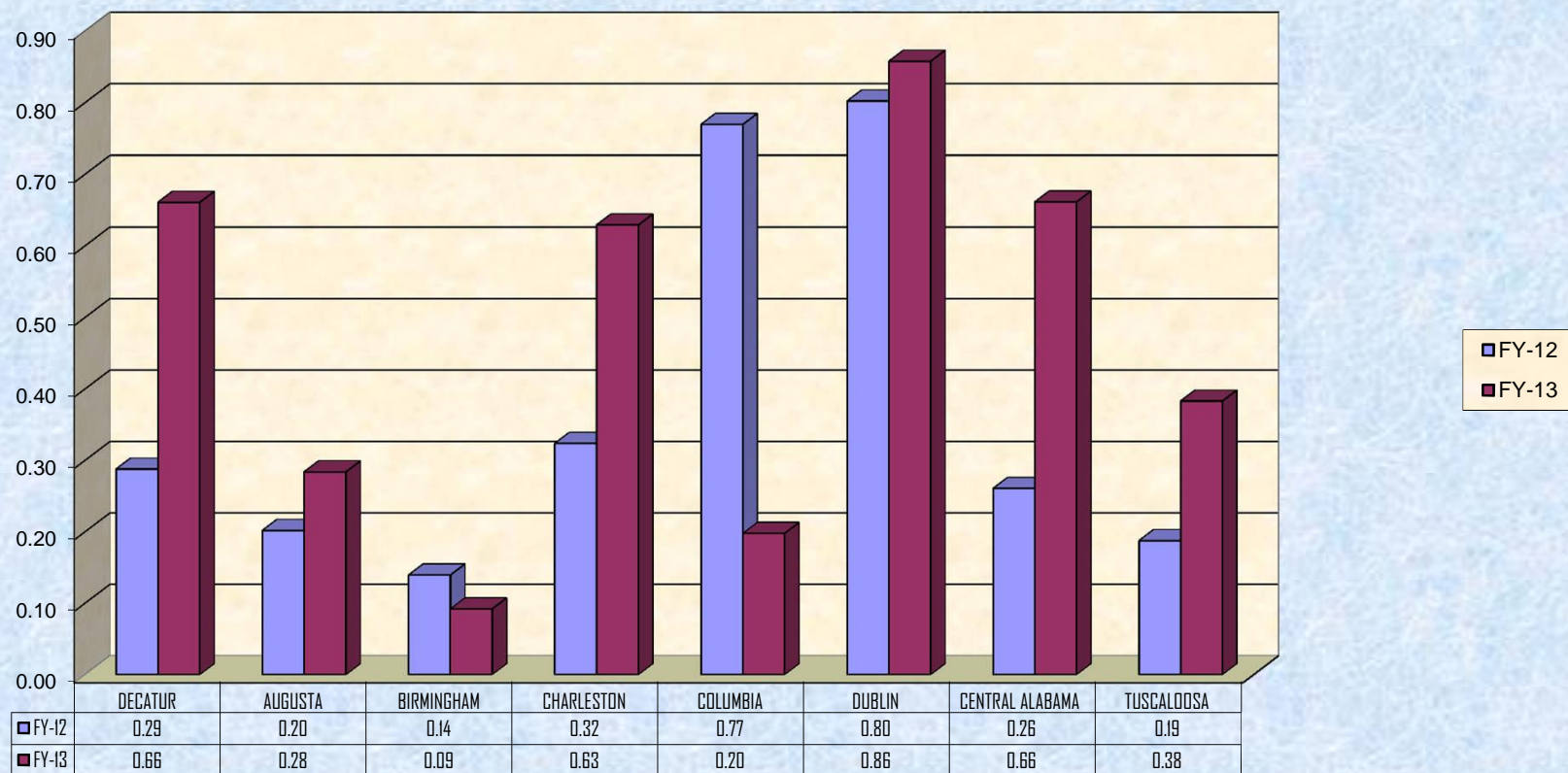


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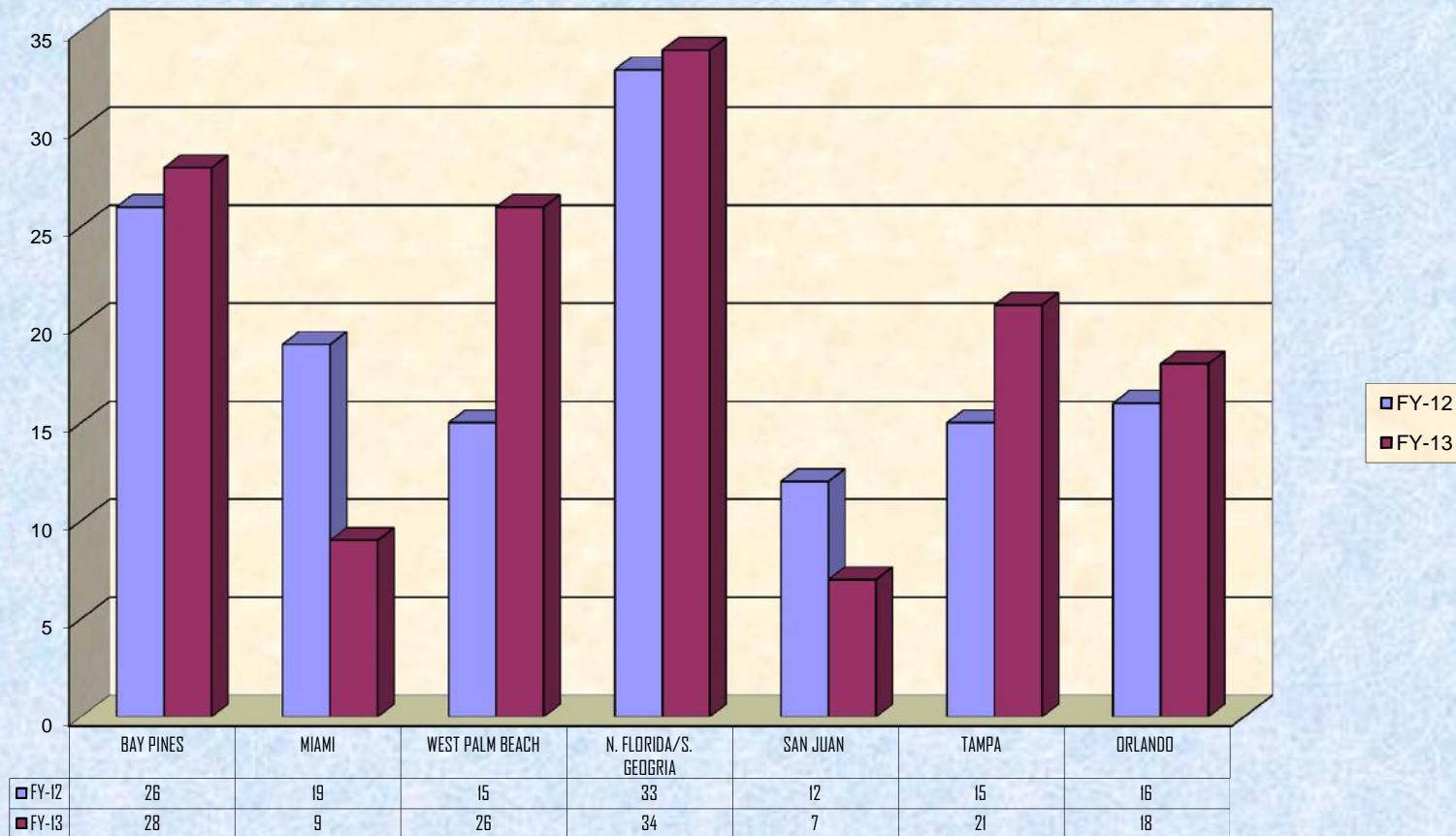
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



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Veterans Health Administration - VISN 8 FY-12 & FY-13 Informal Contacts

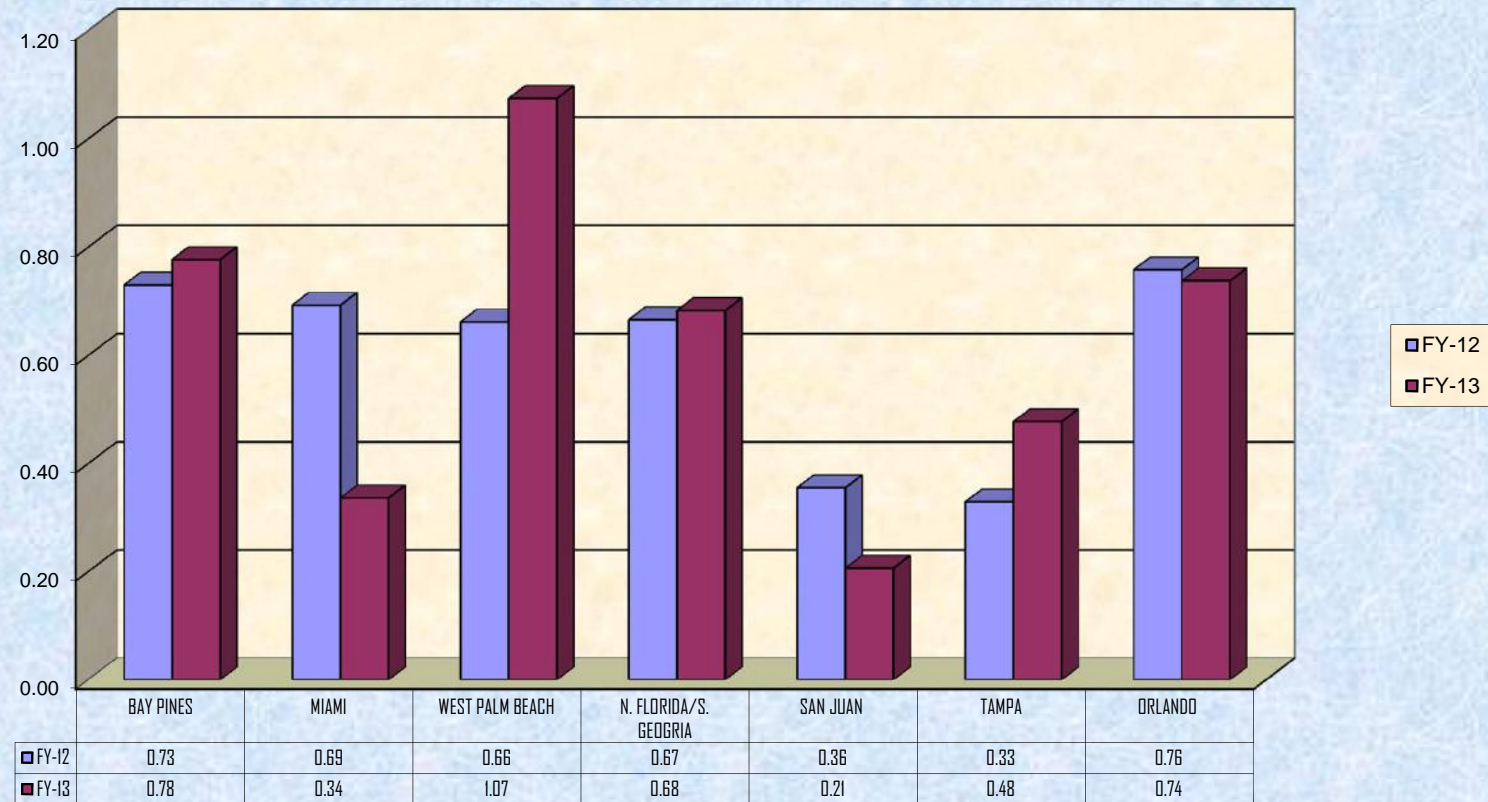


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Veterans Health Administration - VISN 8

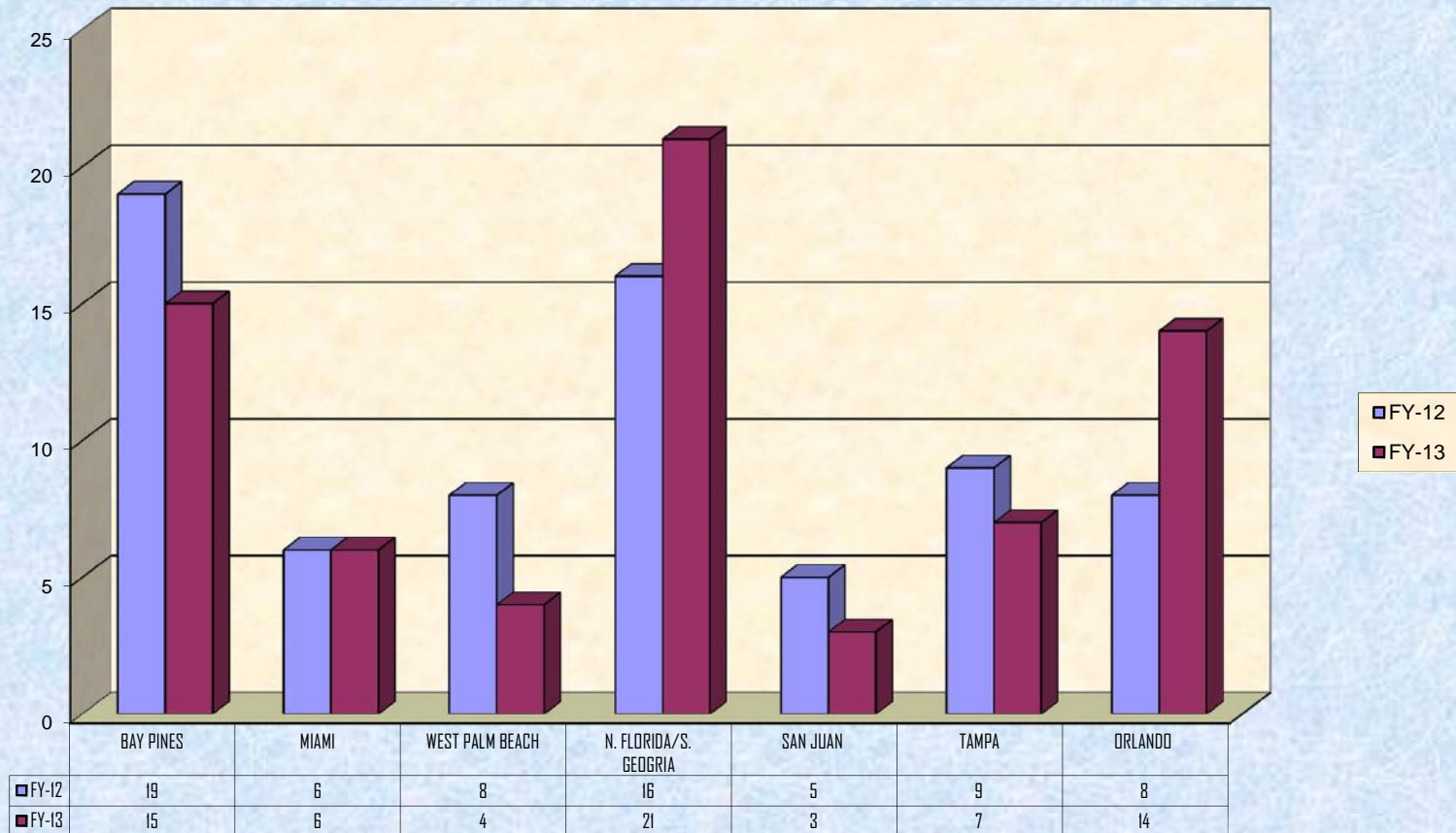
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 8 FY-12 & FY-13 Formal Complaints Filed

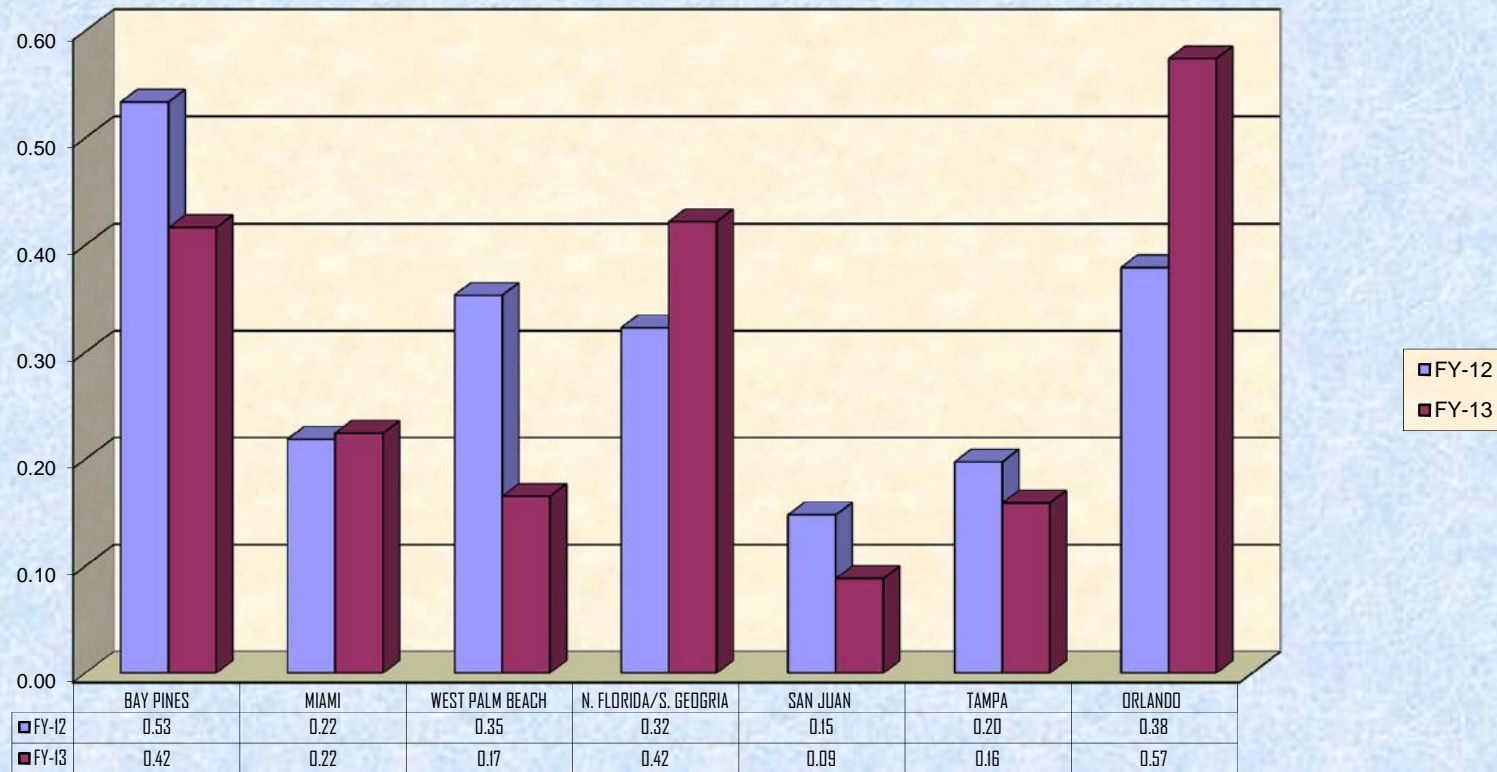


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Veterans Health Administration - VISN 8

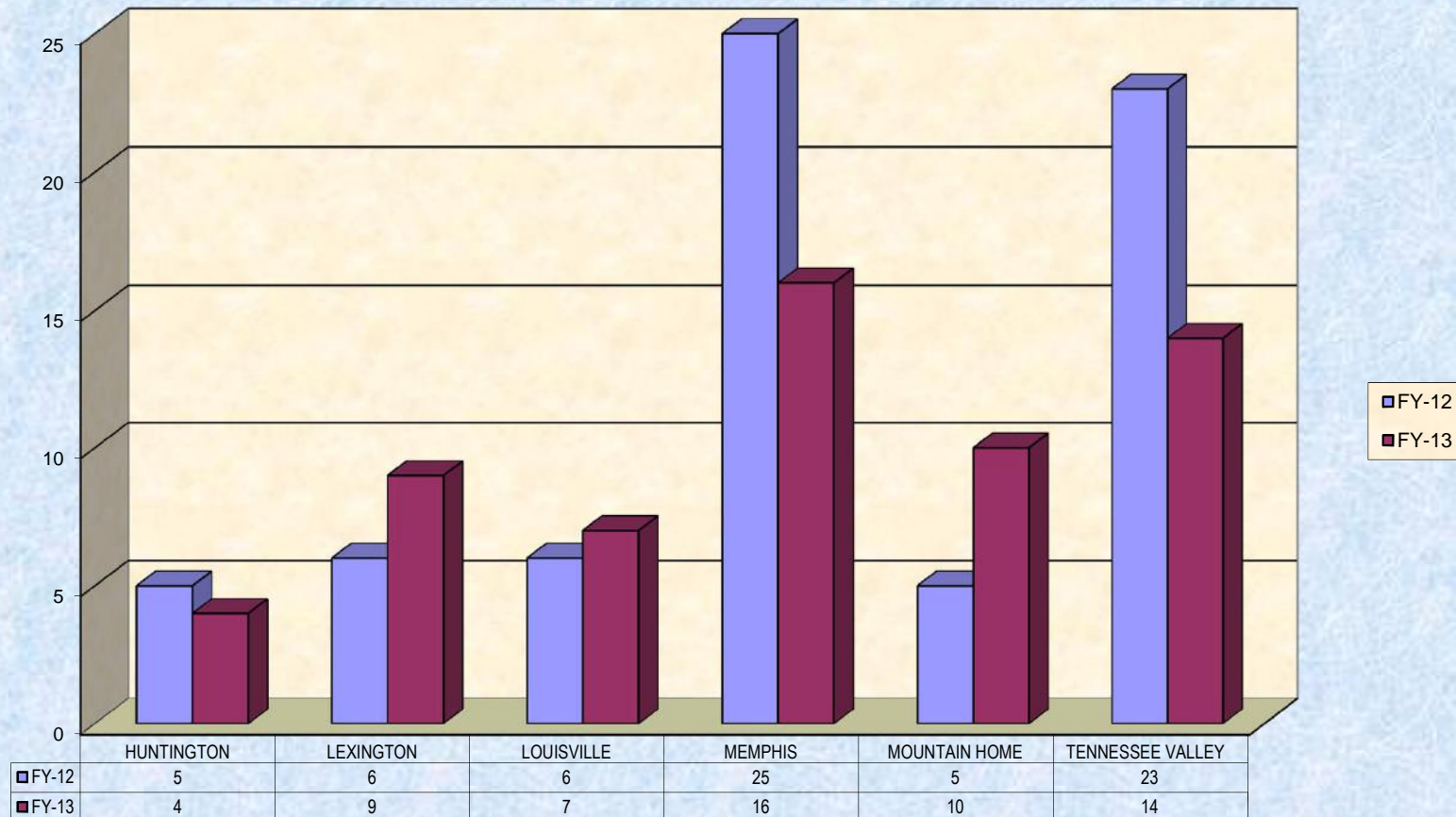
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
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Veterans Health Administration - VISN 9 FY-12 & FY-13 Informal Contacts

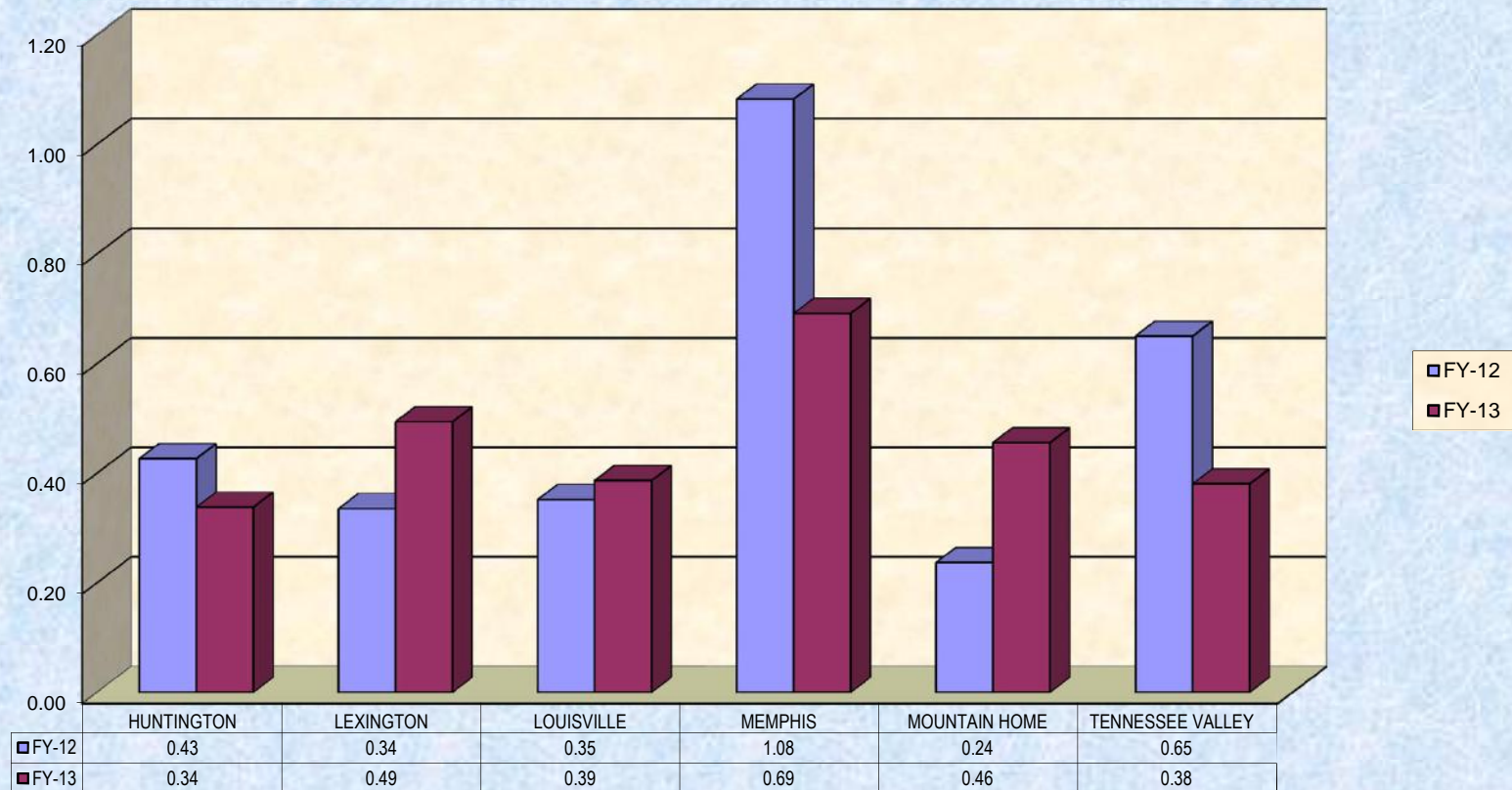


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Veterans Health Administration - VISN 9

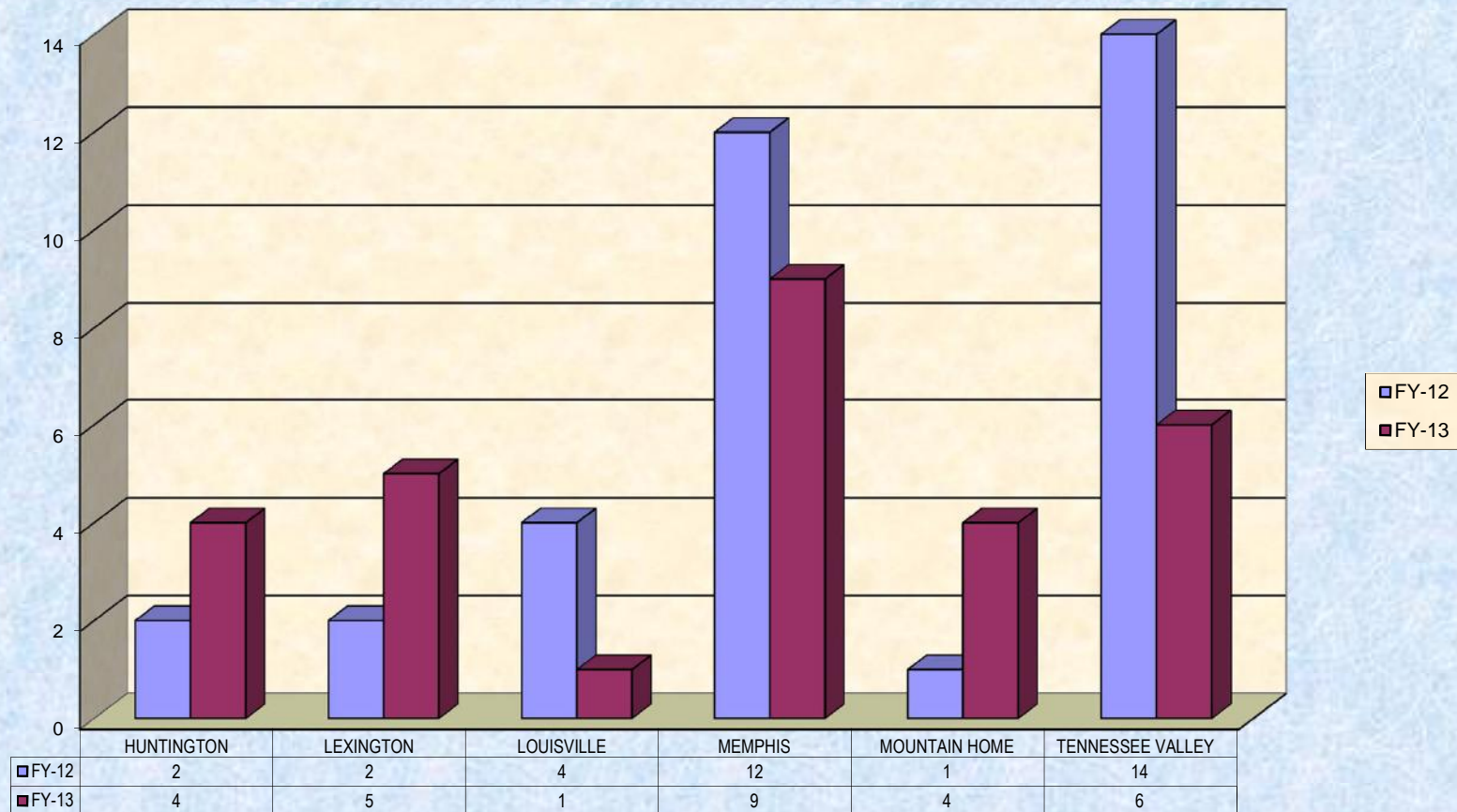
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
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Veterans Health Administration - VISN 9 FY-12 & FY-13 Formal Complaints Filed

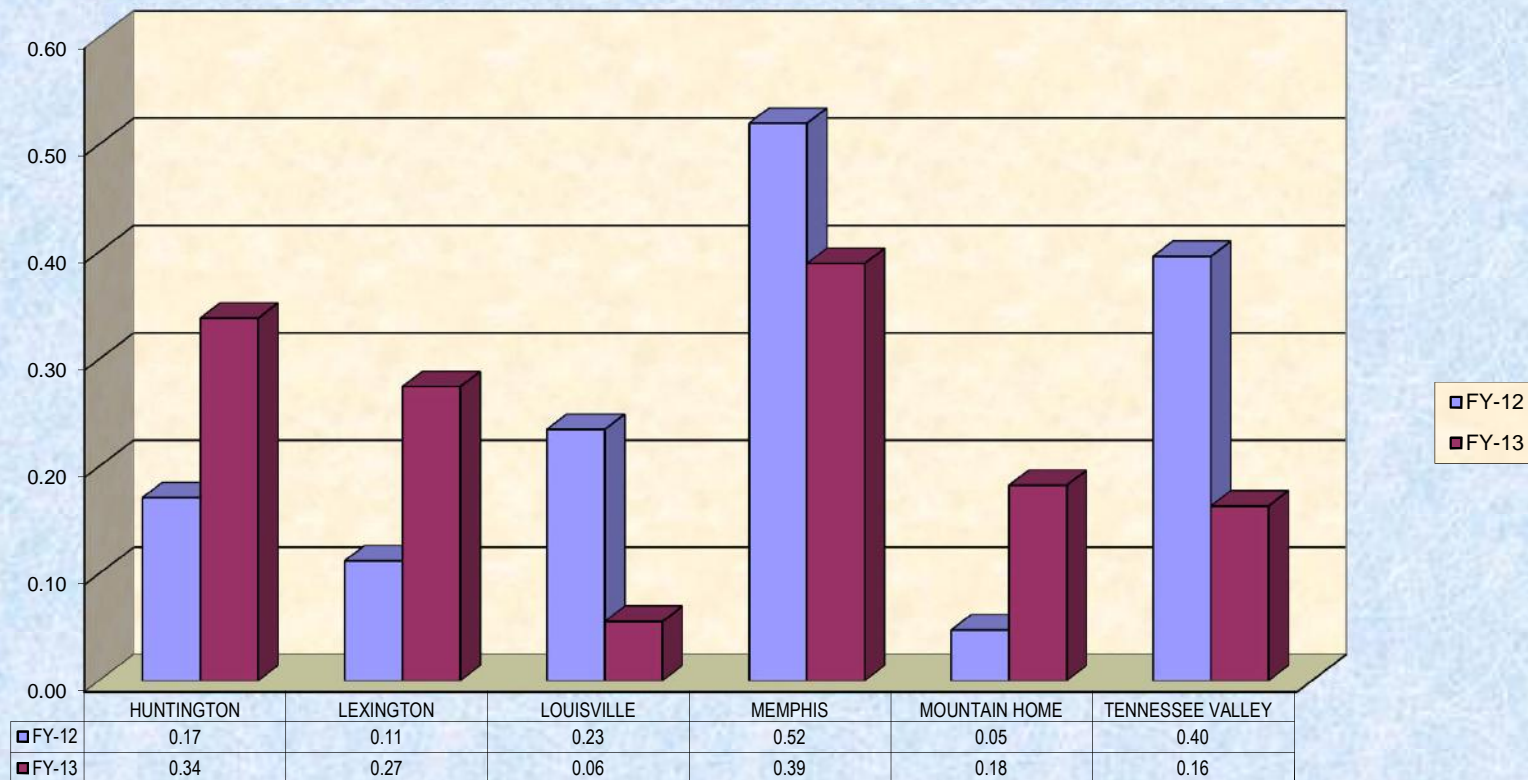


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Veterans Health Administration - VISN 9

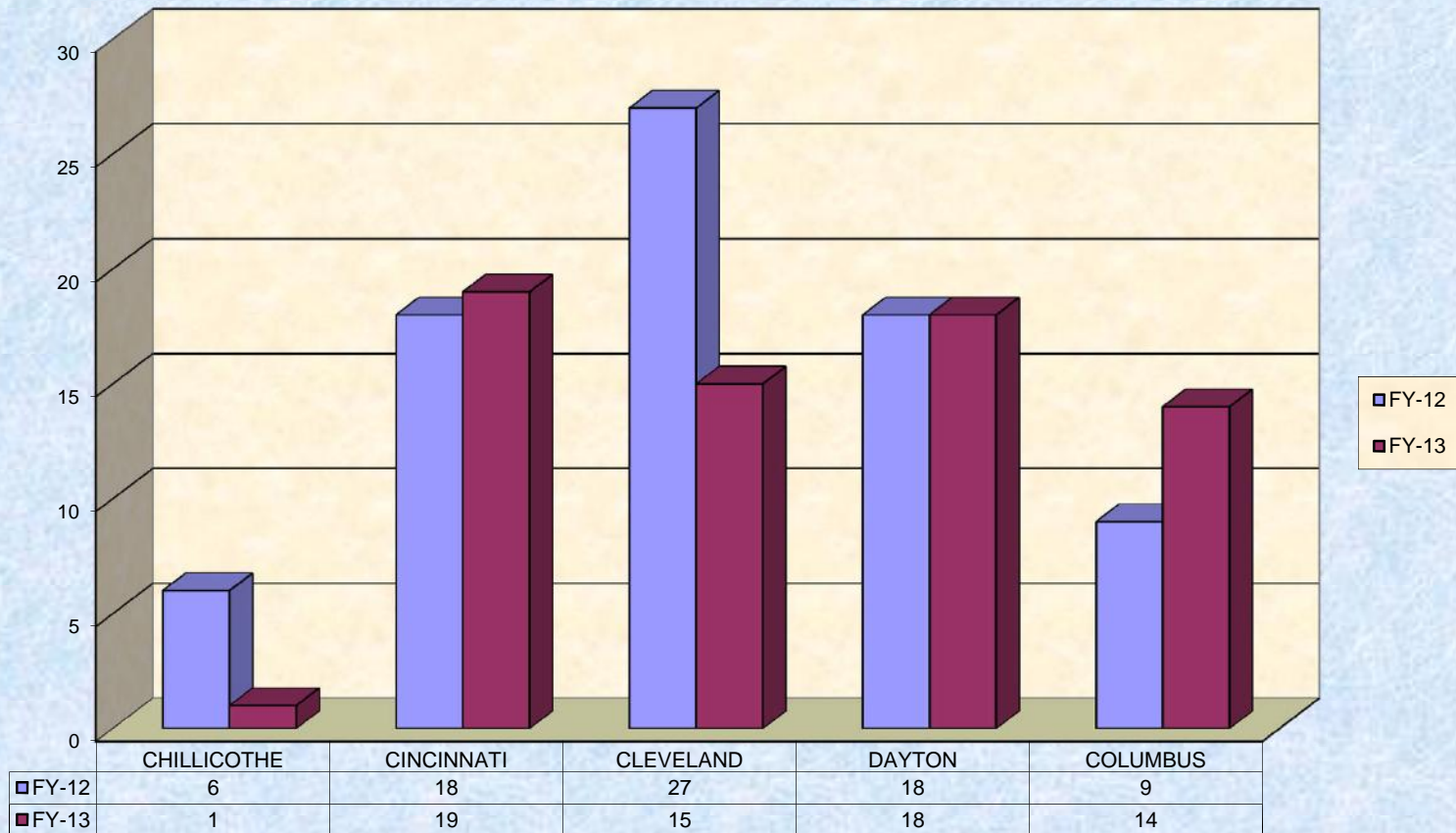
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



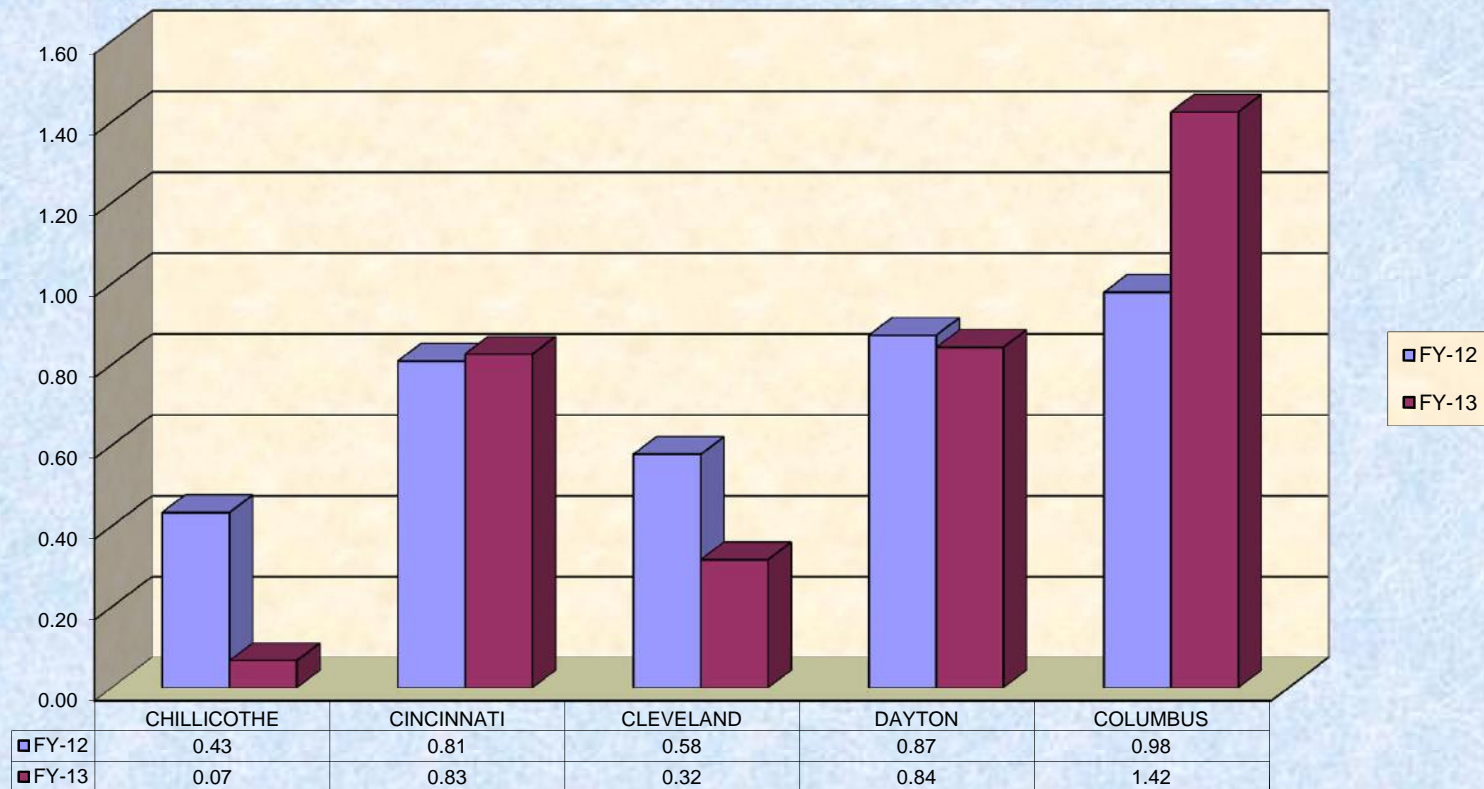
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Veterans Health Administration - VISN 10 FY-12 & FY-13 Informal Contacts



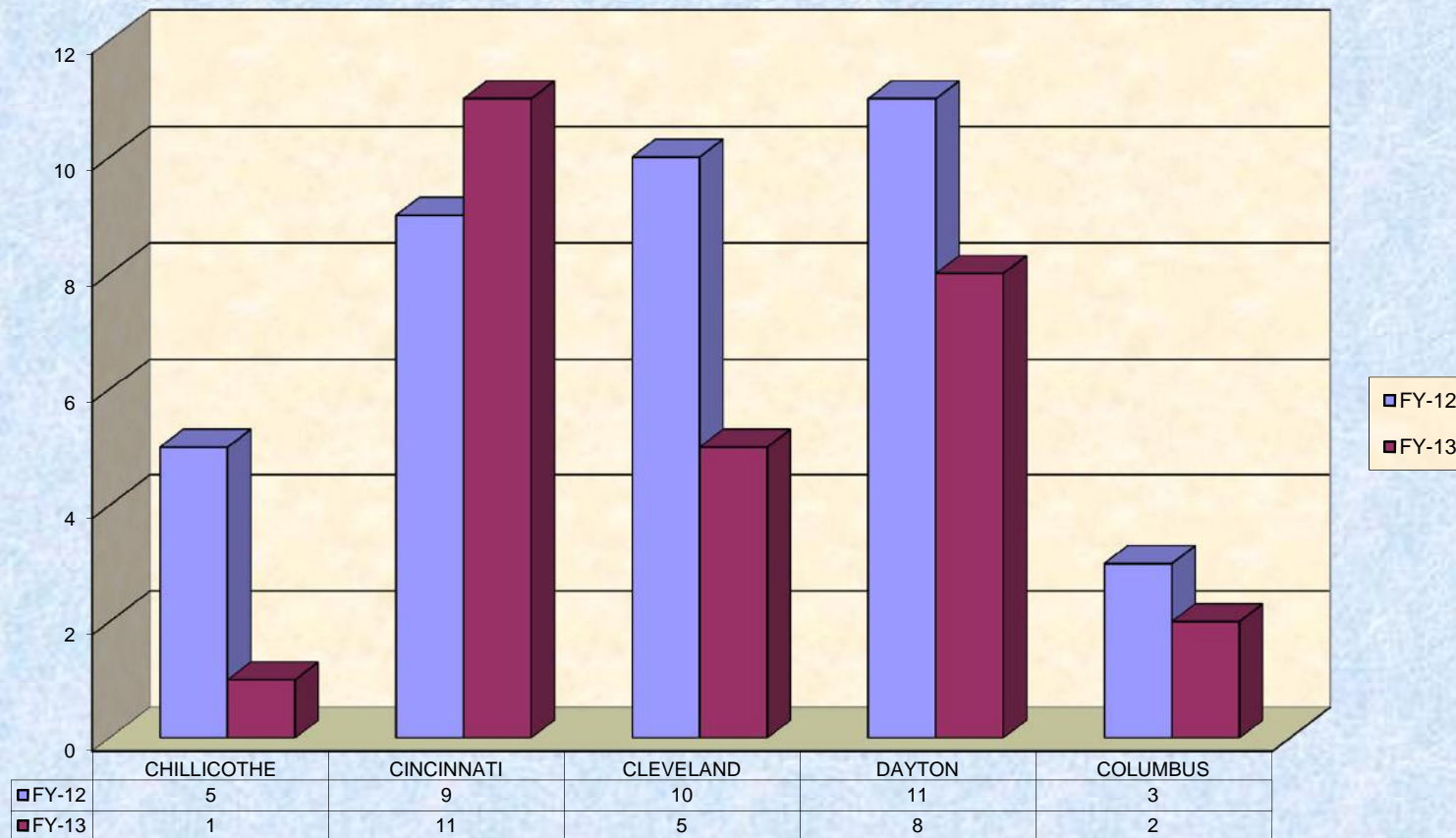
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Veterans Health Administration - VISN 10 FY-12 & FY-13 Informal Per Capita (per 100 employees)



Data reflected is MID YEAR from
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Veterans Health Administration - VISN 10 FY-12 & FY-13 Formal Complaints Filed

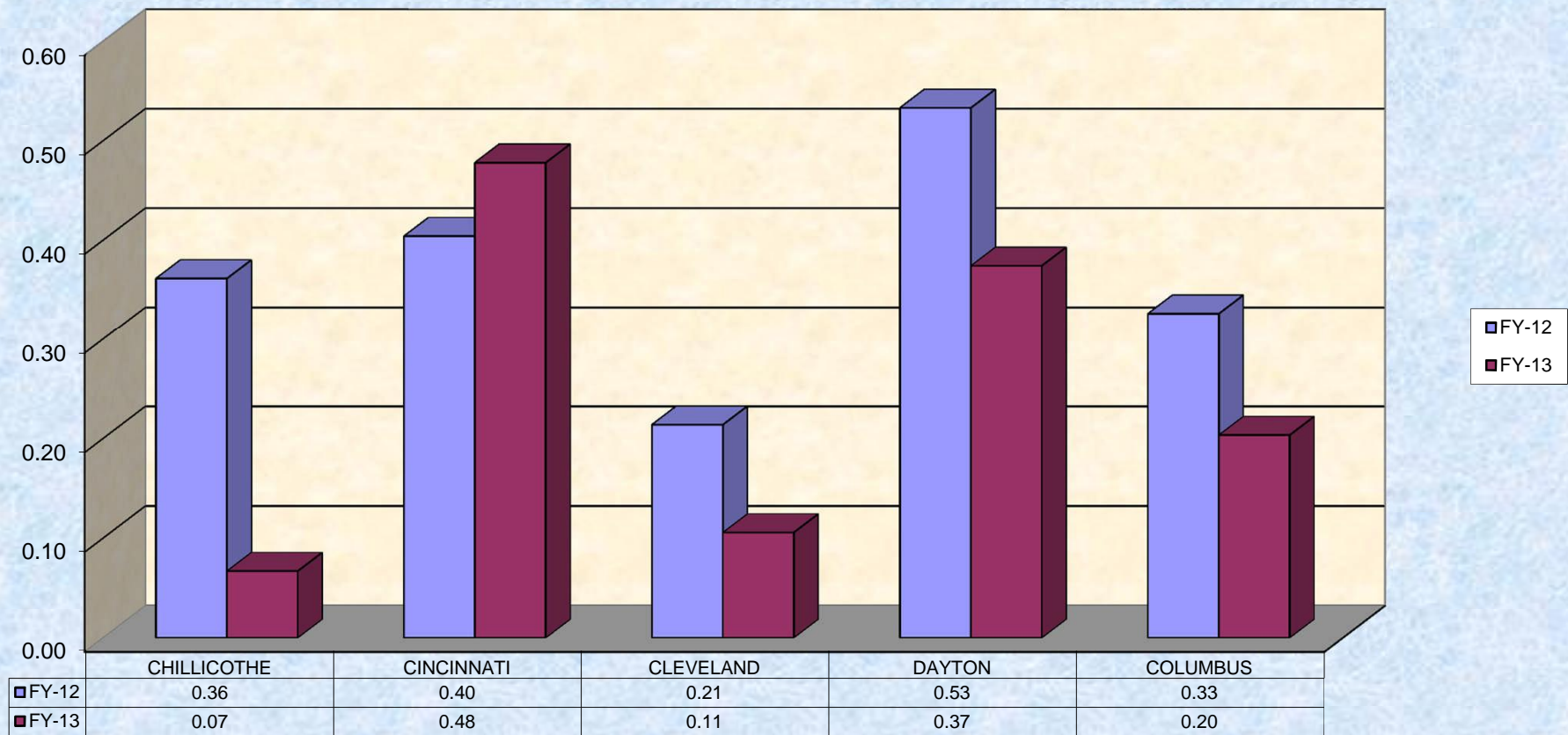


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October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 10

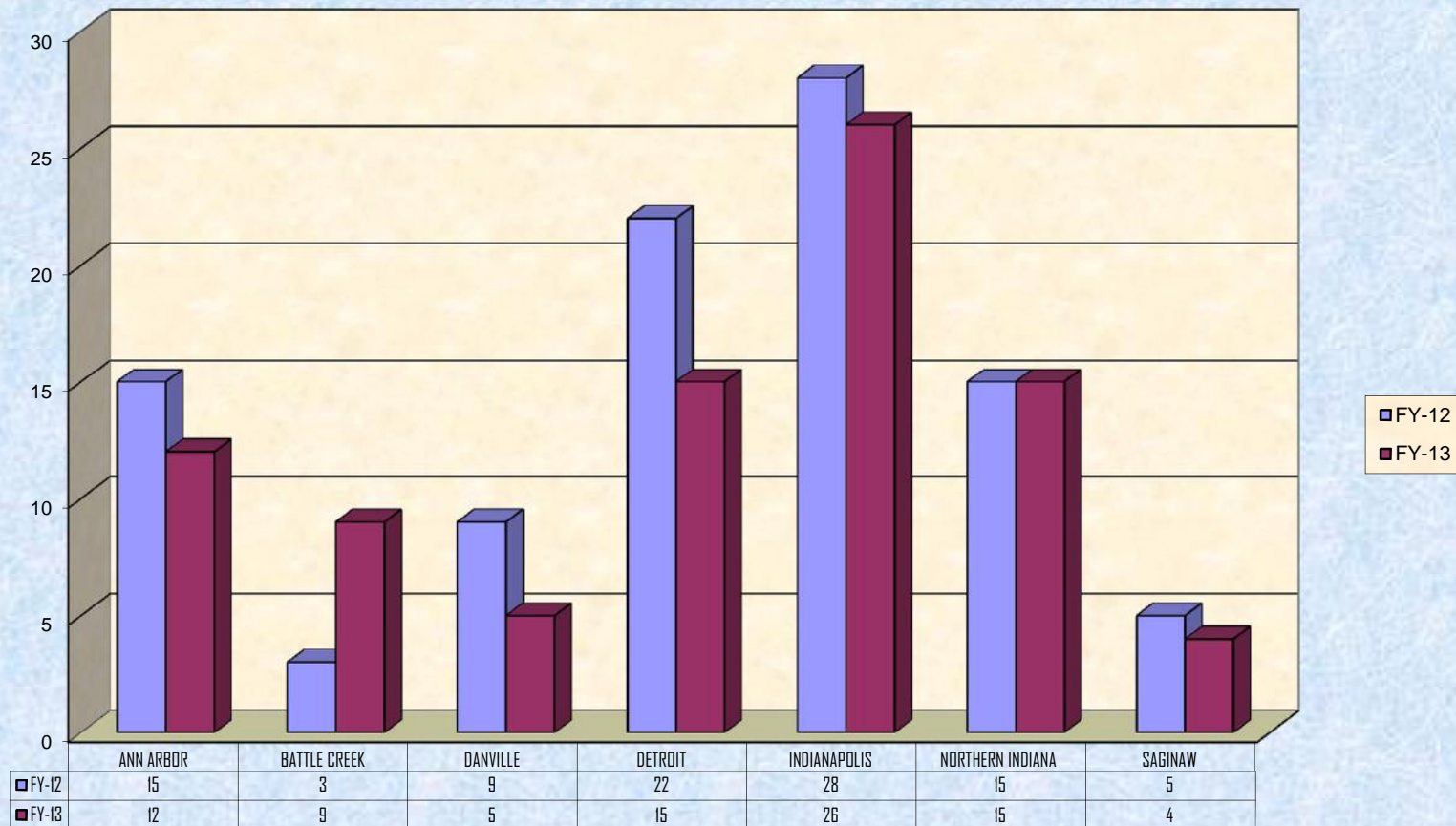
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 11 FY-12 & FY-13 Informal Contacts

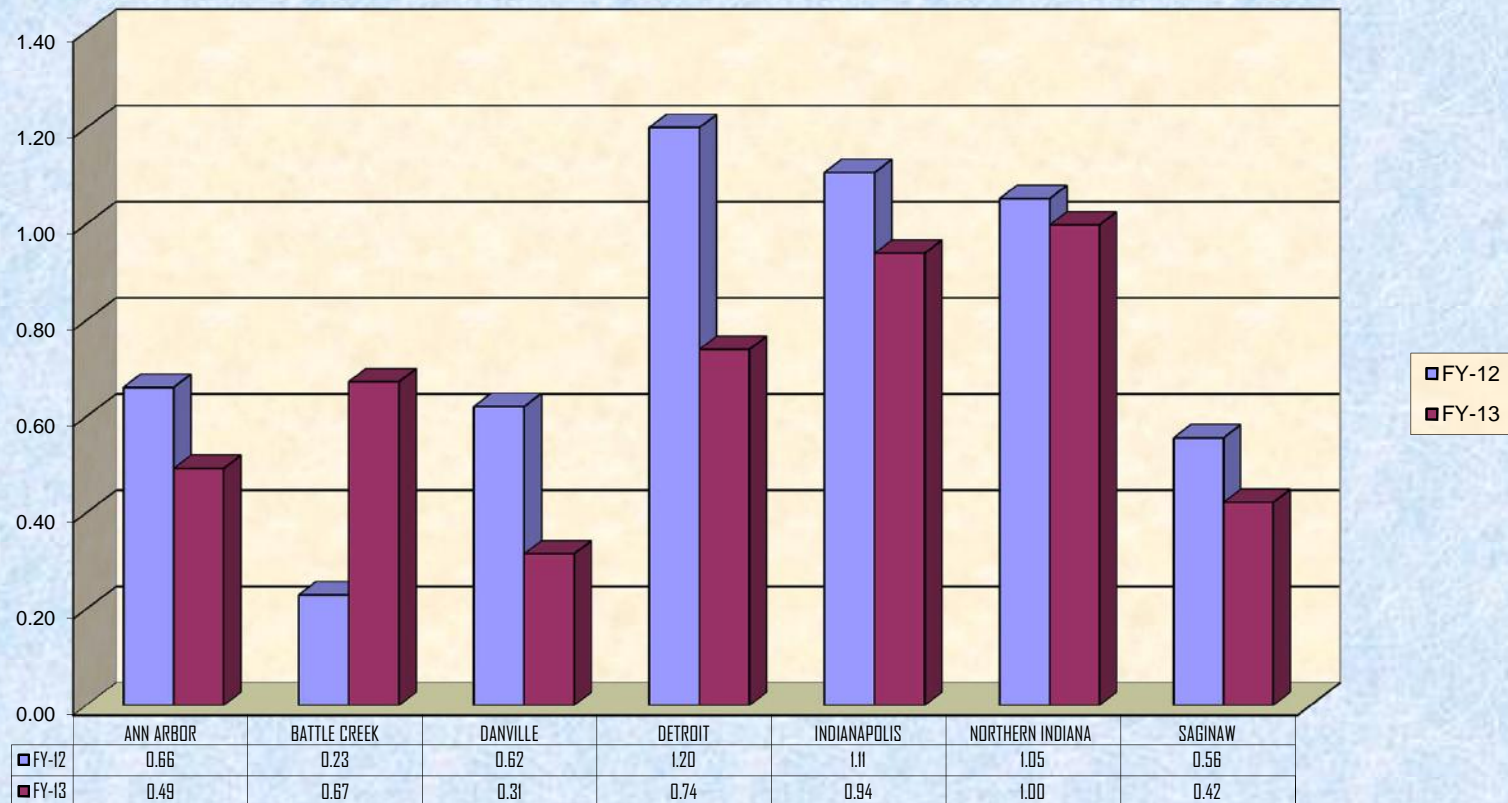


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 11

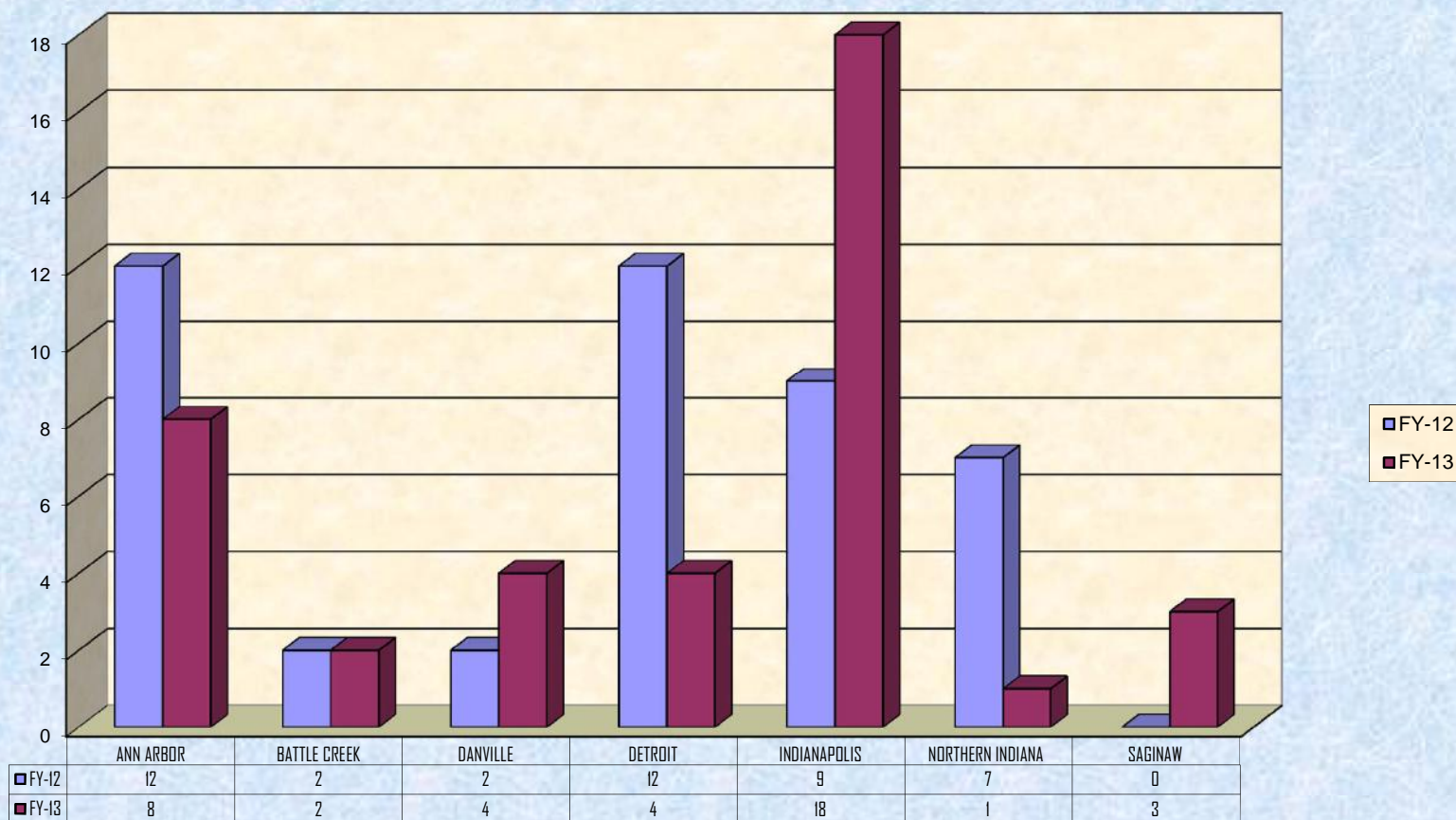
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 11 FY-12 & FY-13 Formal Complaints Filed

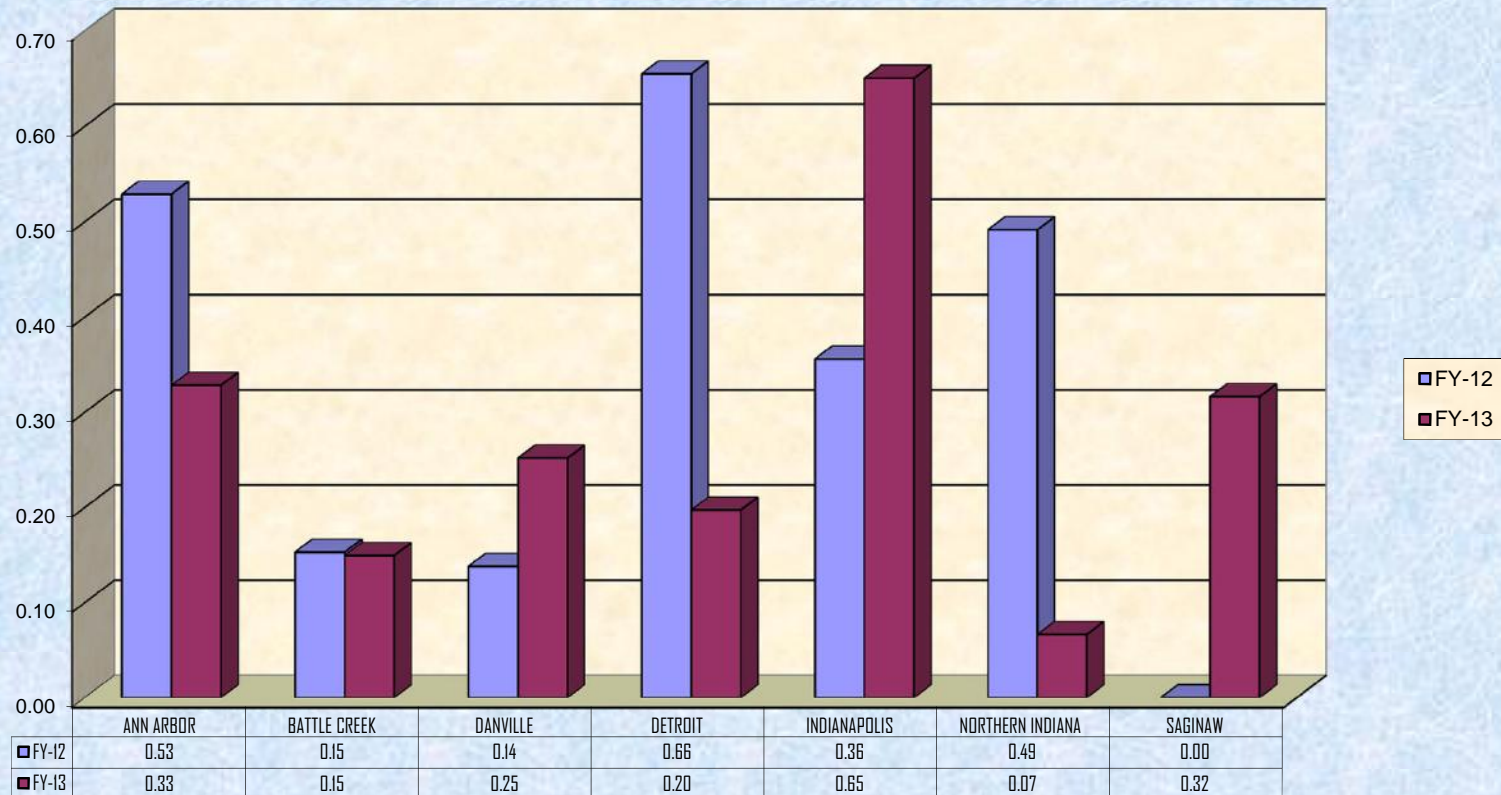


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 11

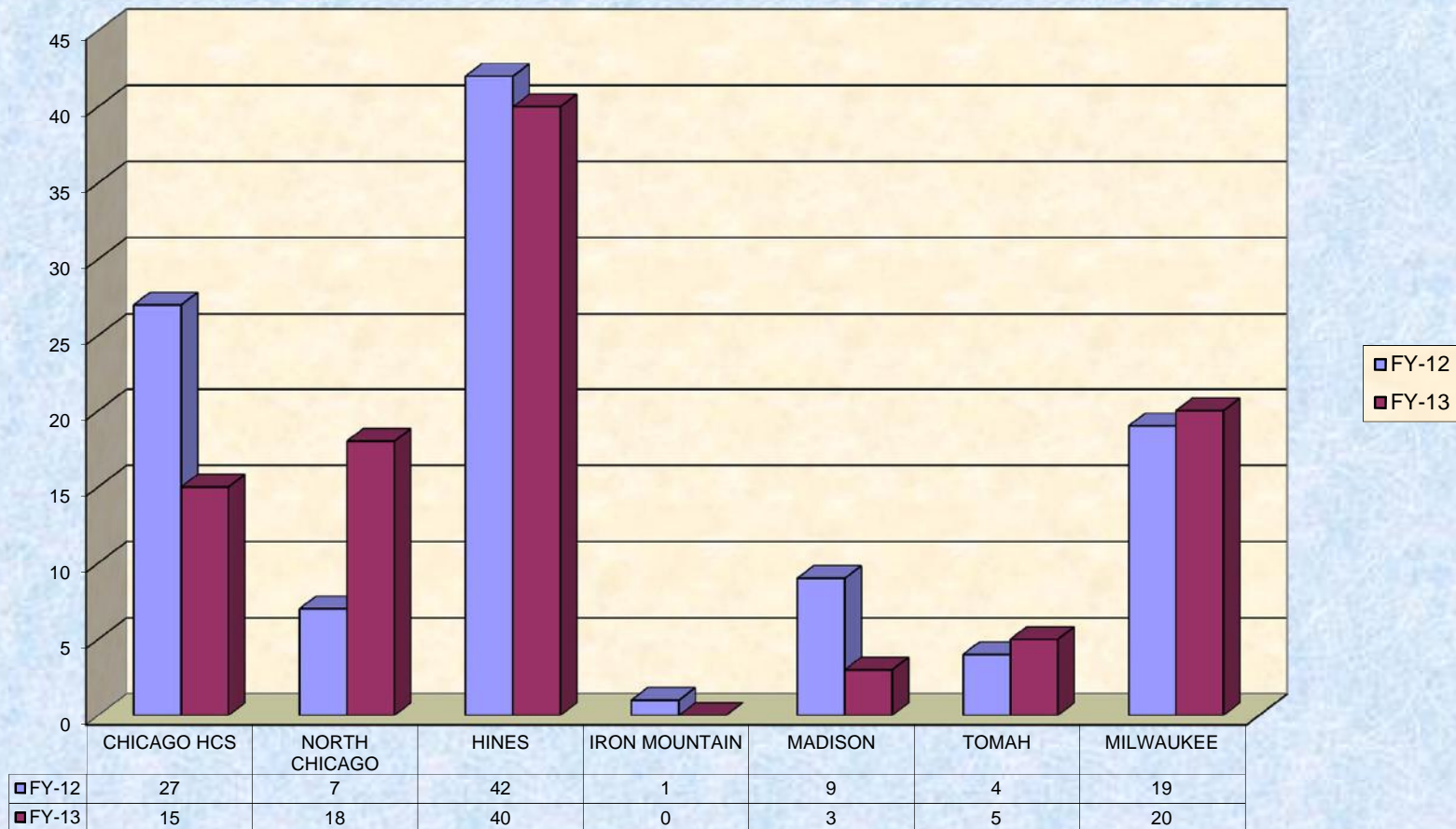
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 12 FY-12 & FY-13 Informal Contacts

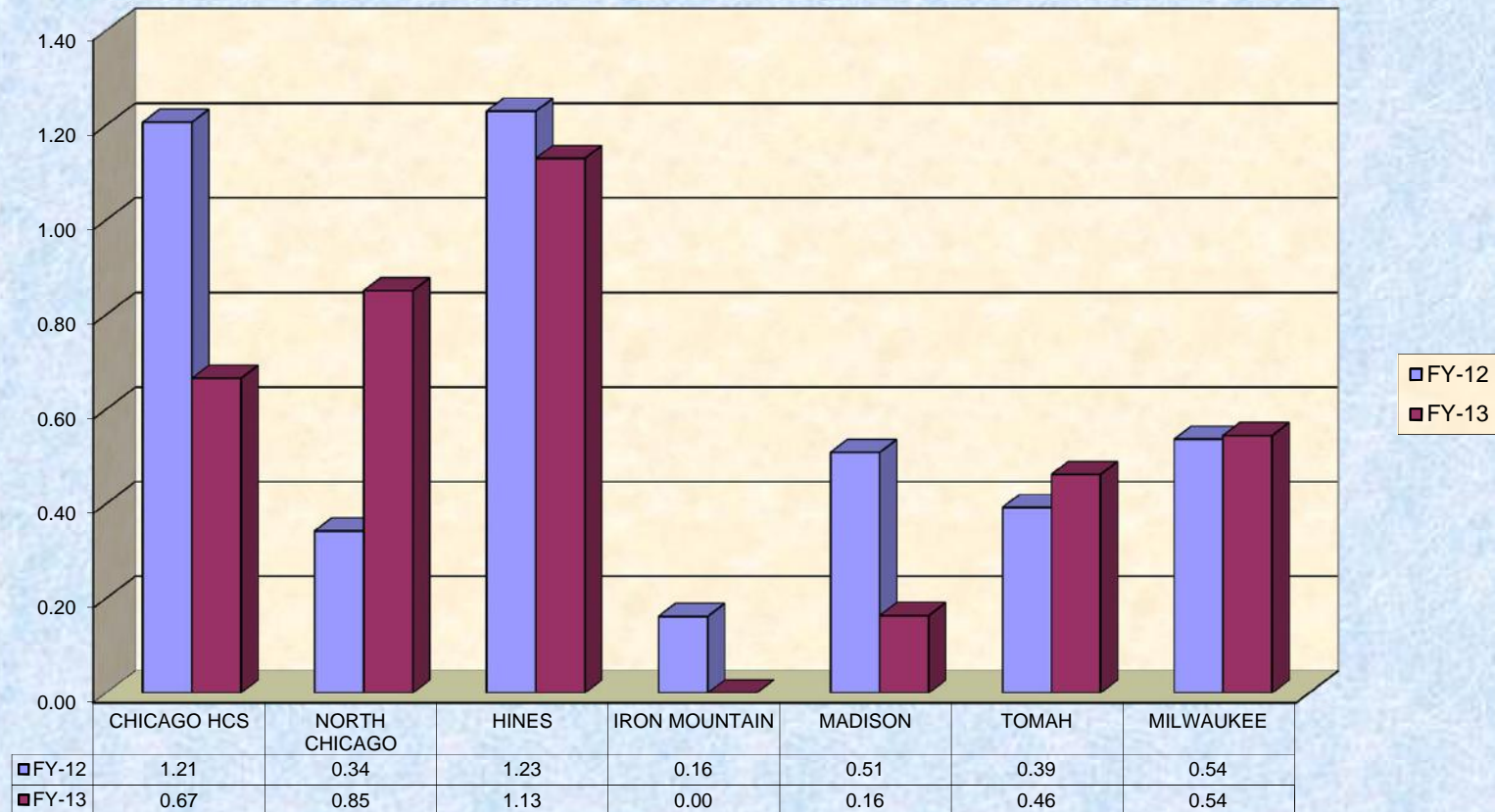


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 12

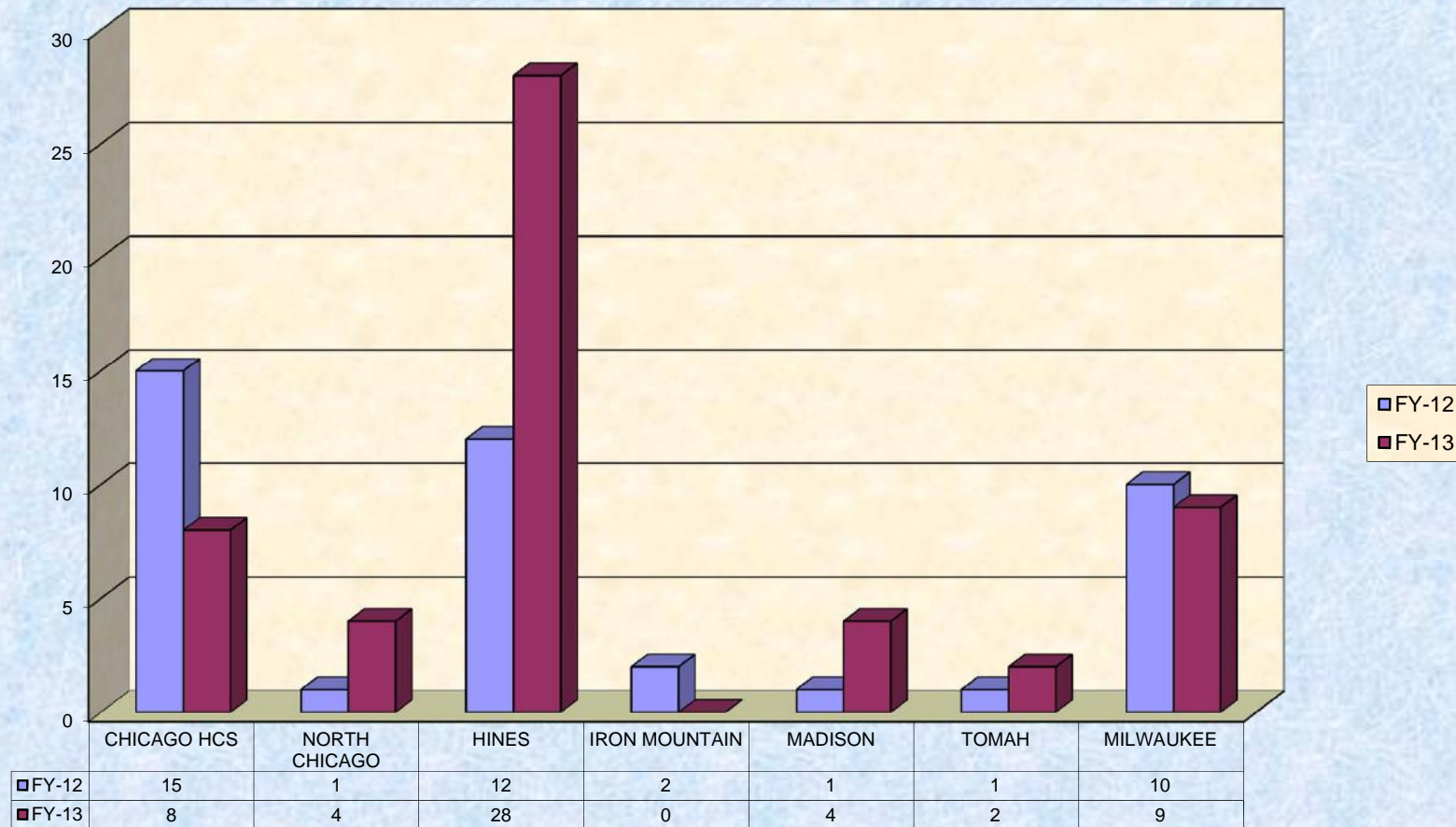
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 12 FY-12 & FY-13 Formal Complaints Filed

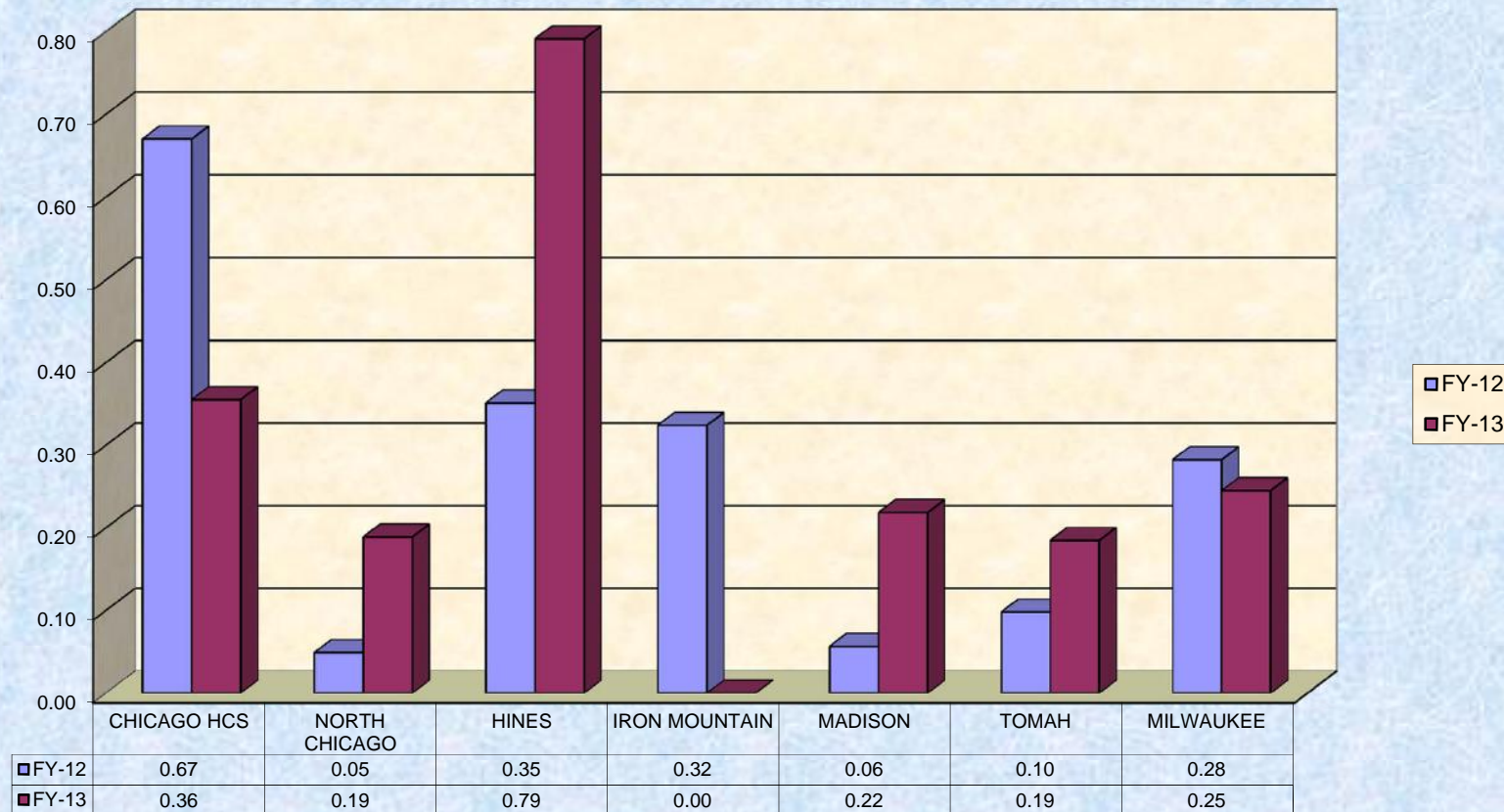


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 12

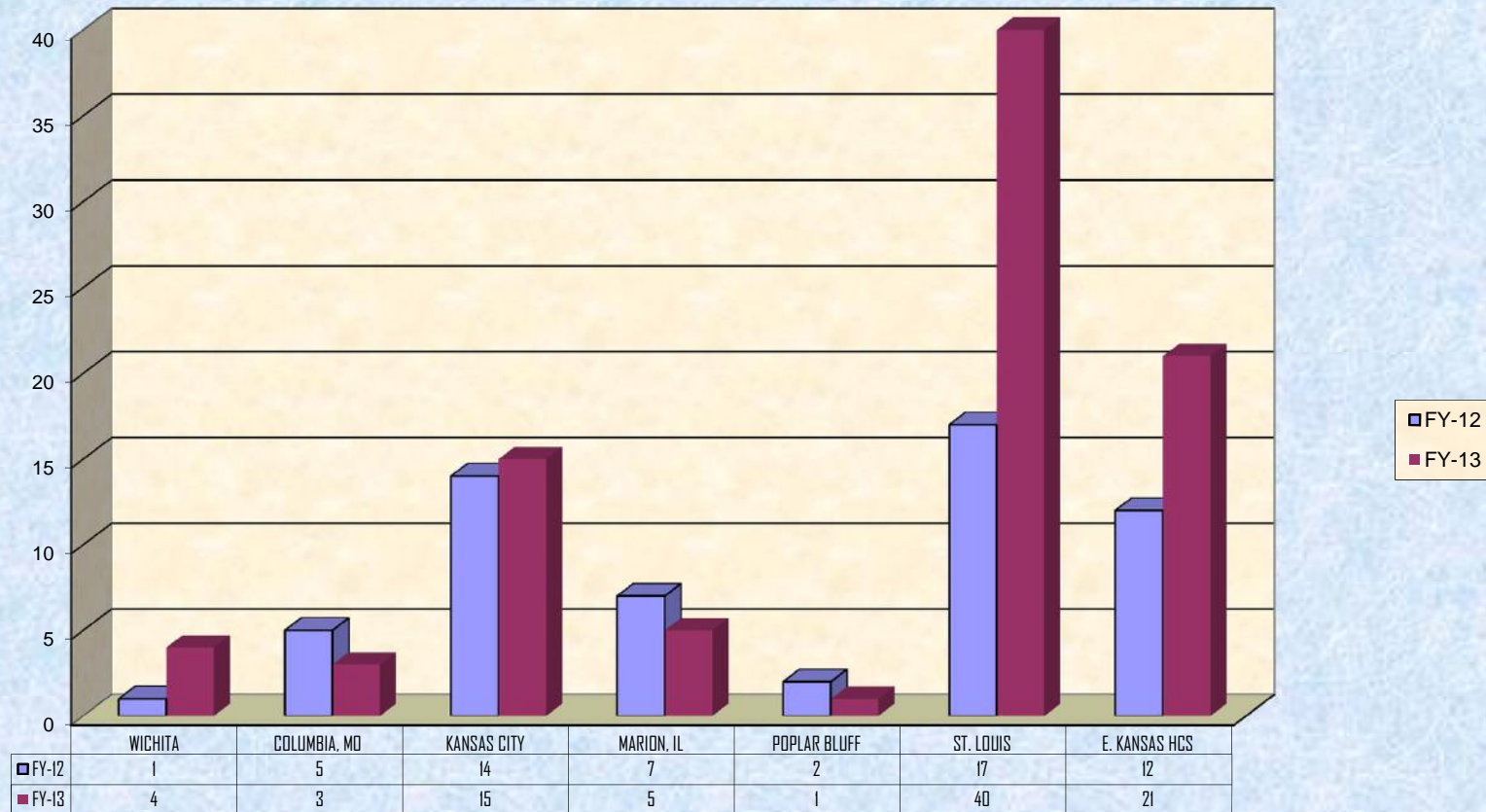
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 15 FY-12 & FY-13 Informal Contacts

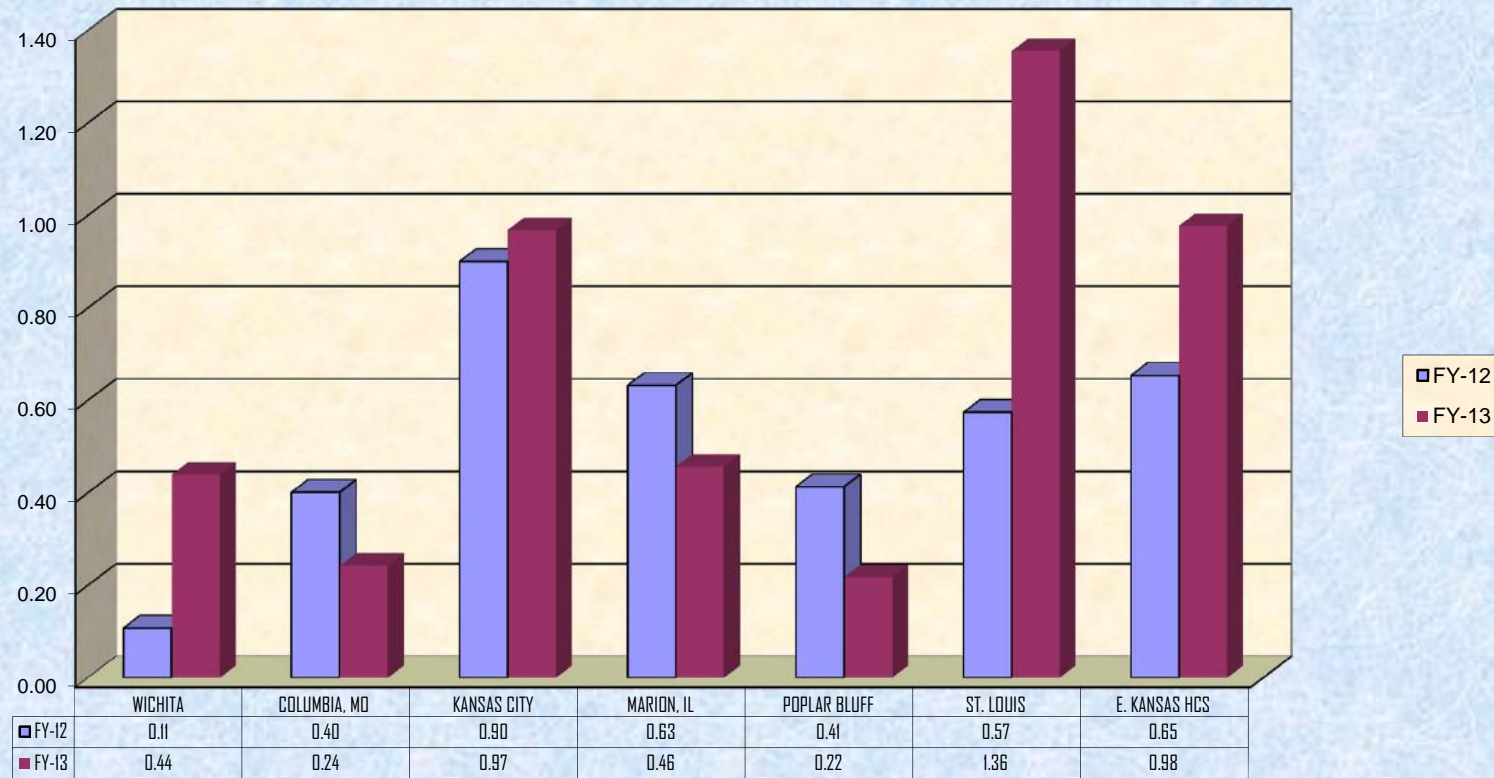


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 15

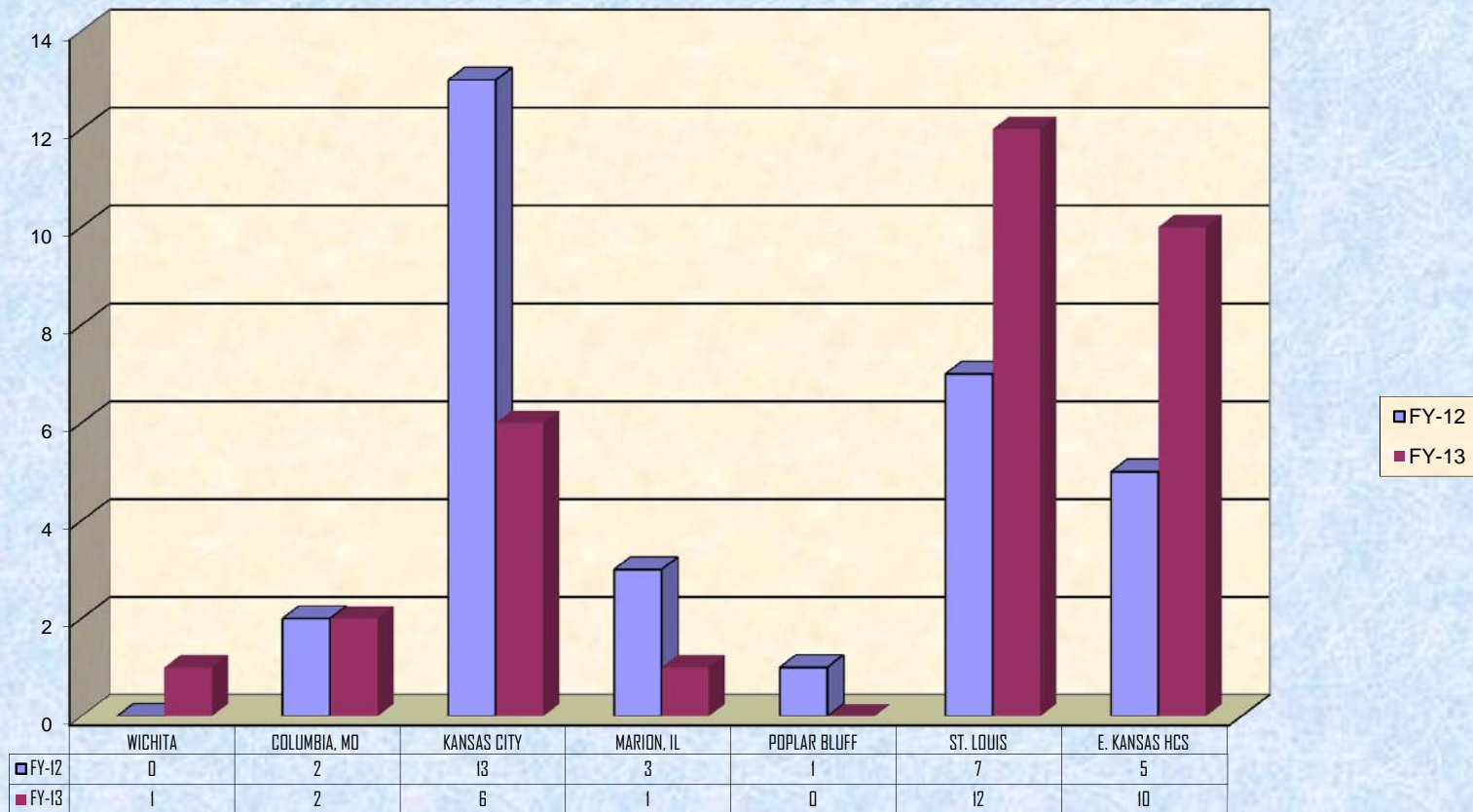
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 15 FY-12 & FY-13 Formal Complaints Filed

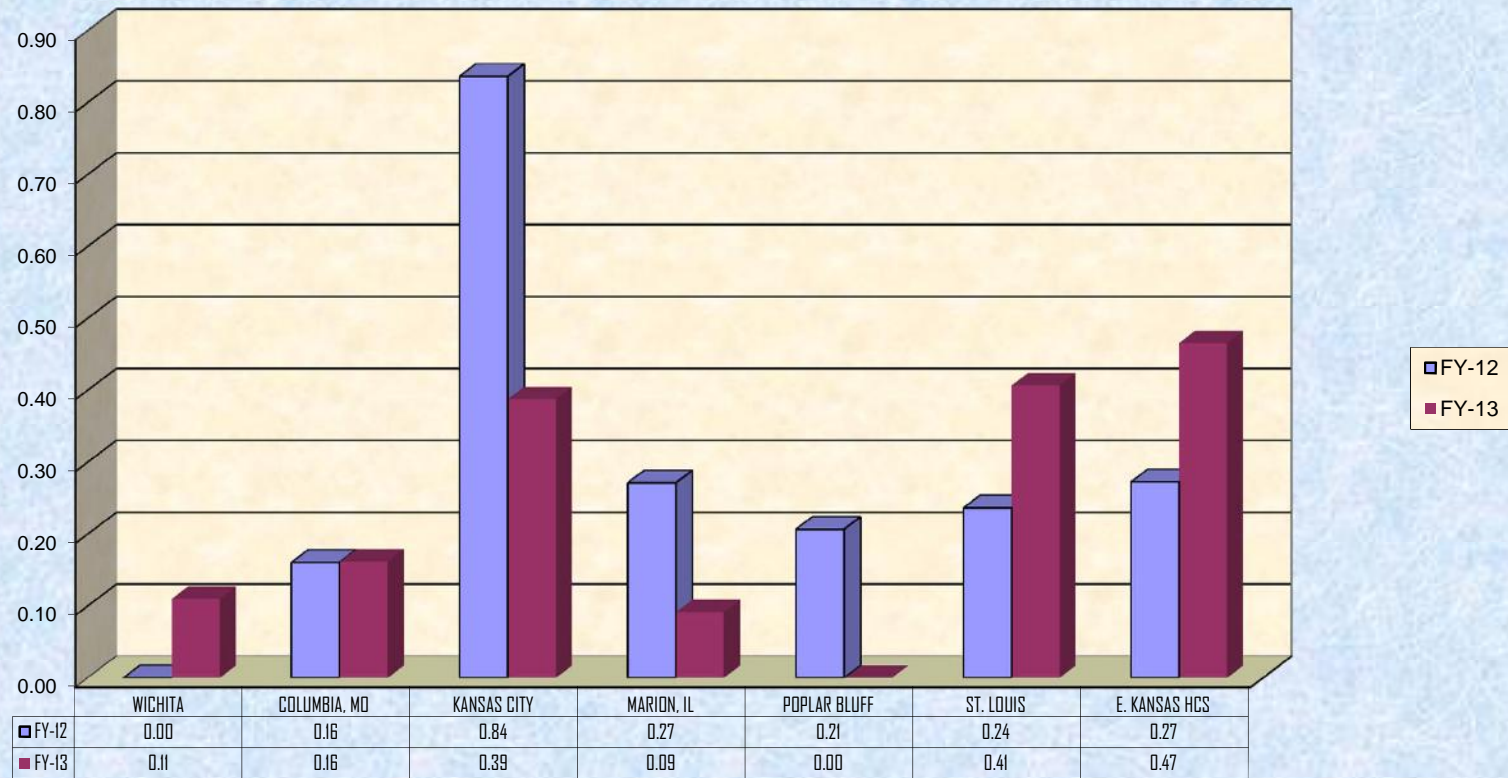


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 15

FY-12 & FY-13 Formal Per Capita

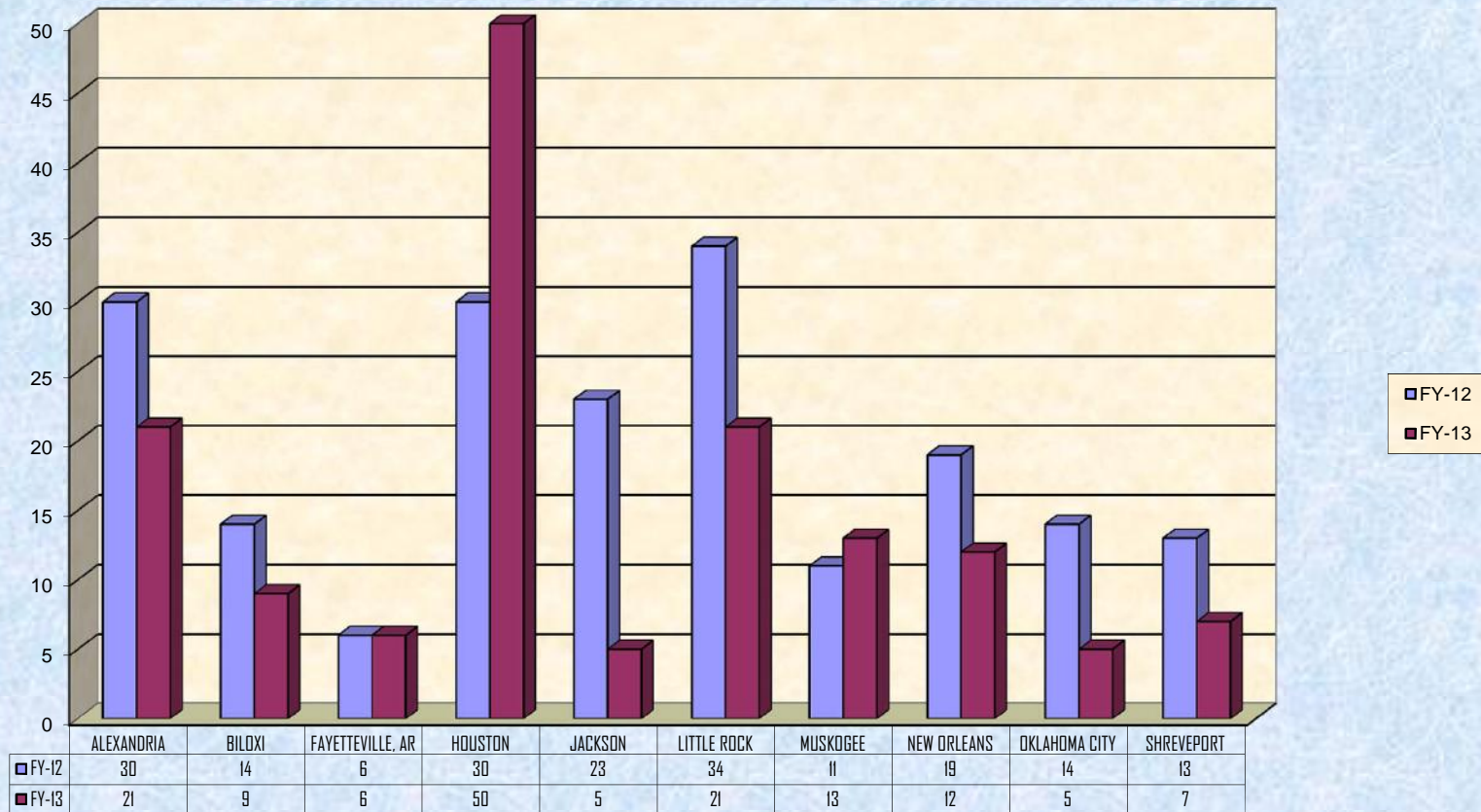
(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 16

FY-12 & FY-13 Informal Contacts

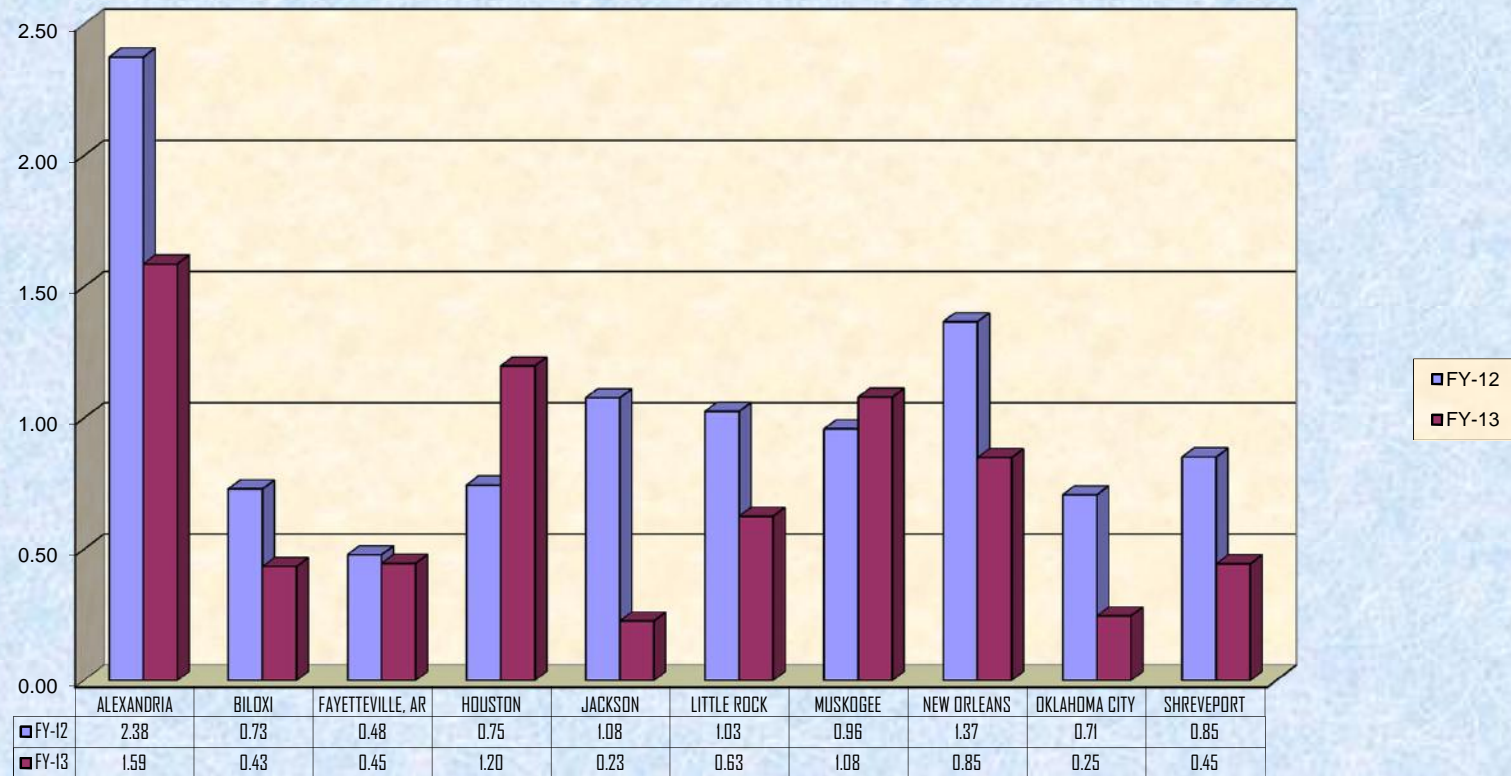


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 16

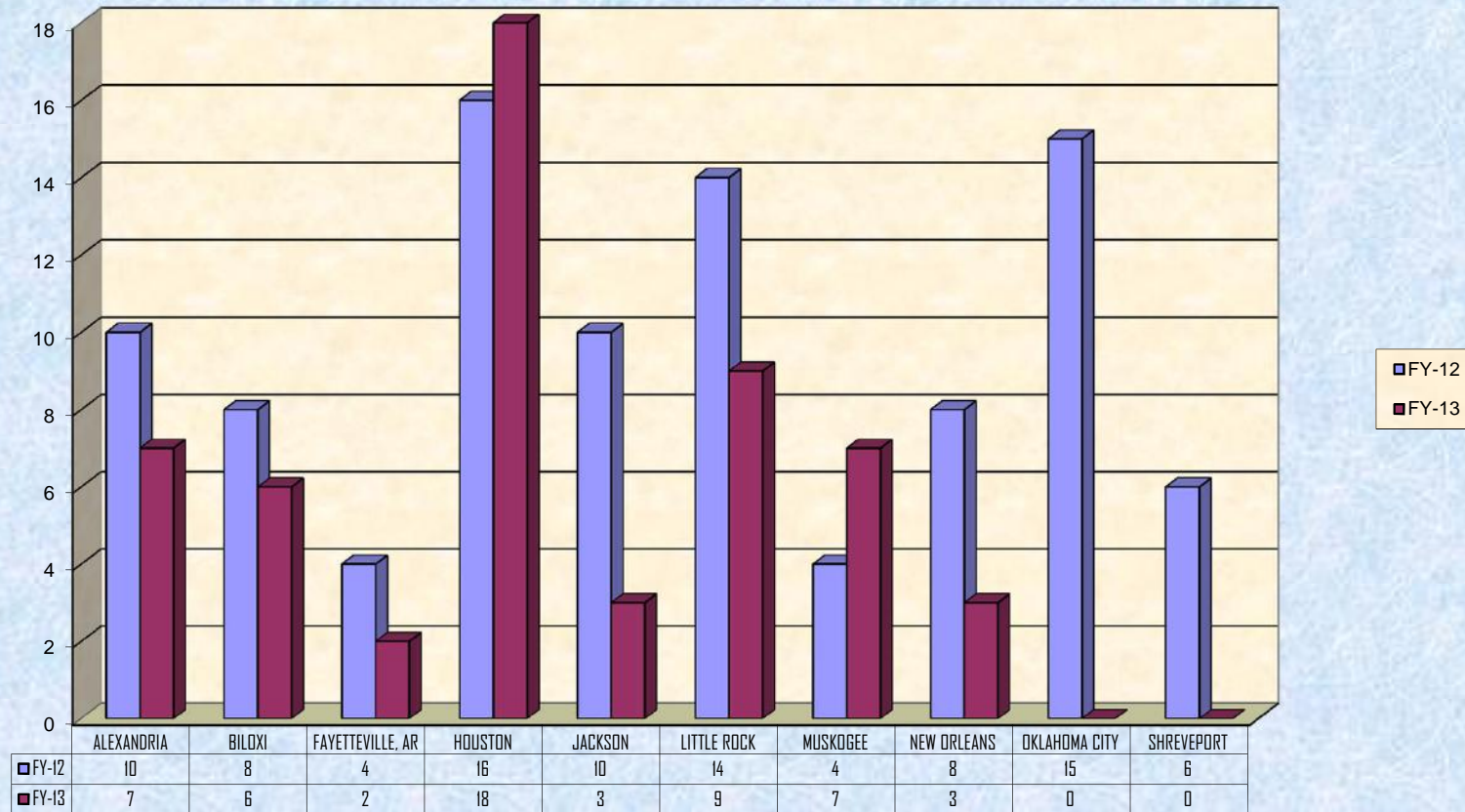
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 16 FY-12 & FY-13 Formal Complaints Filed

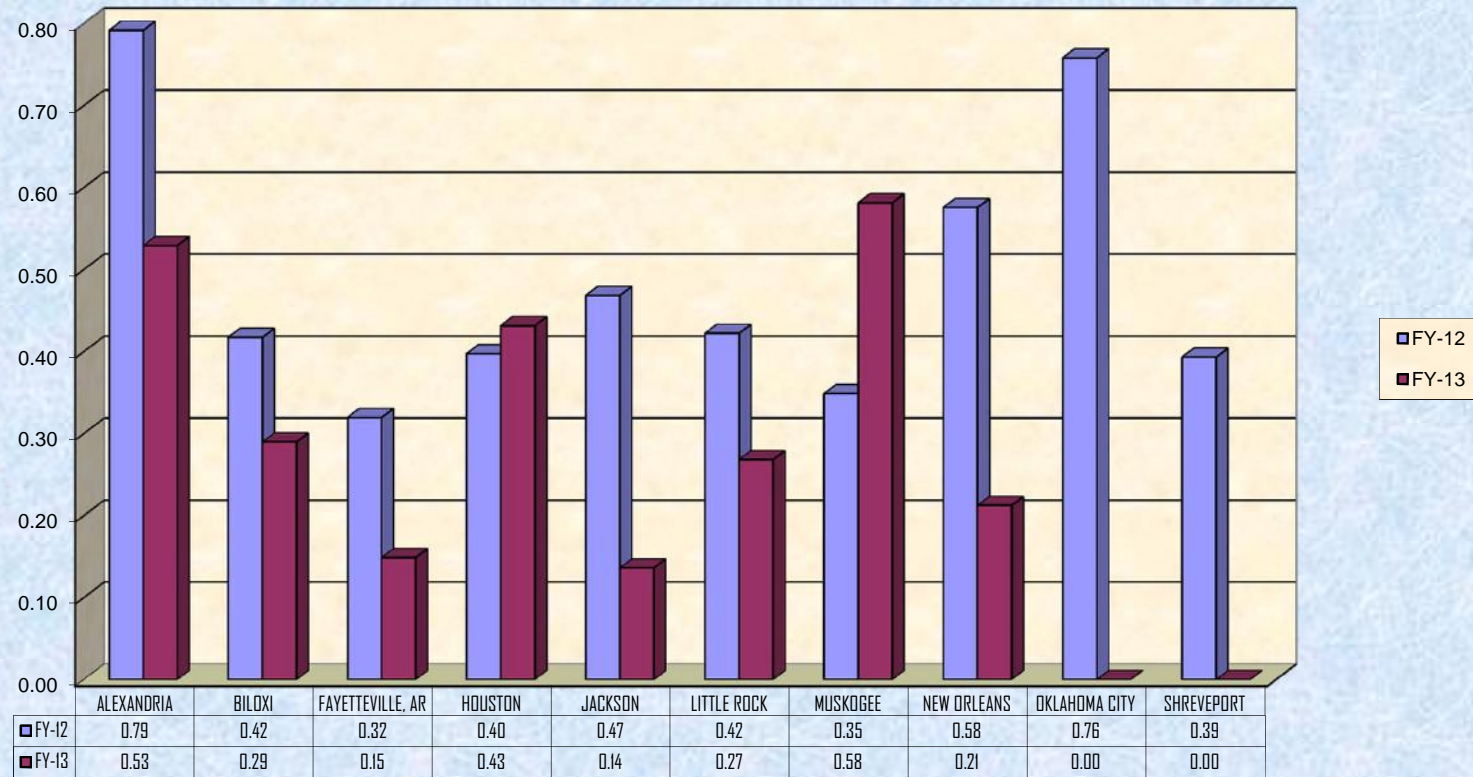


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 16

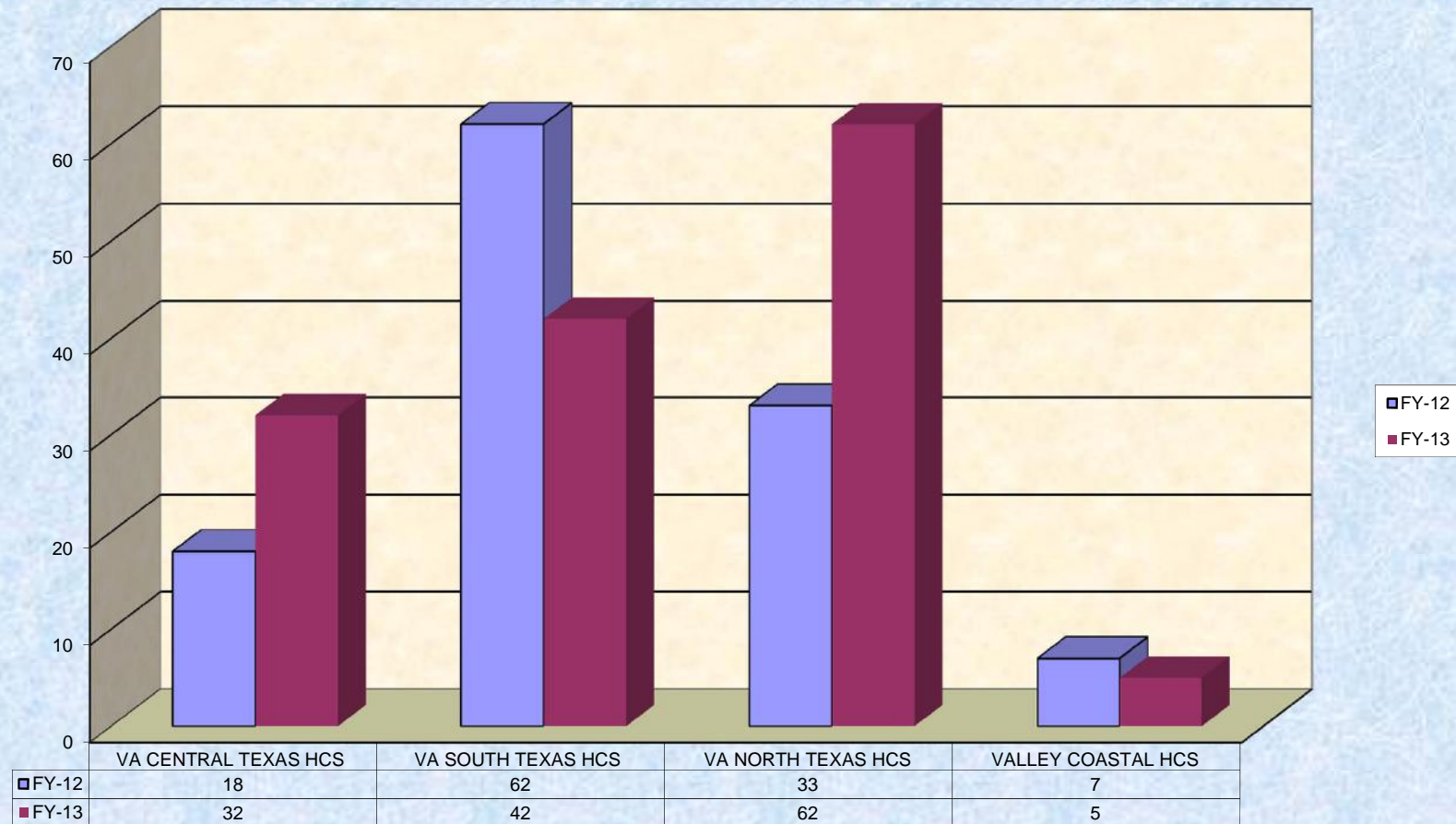
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 17 FY-12 & FY-13 Informal Contacts

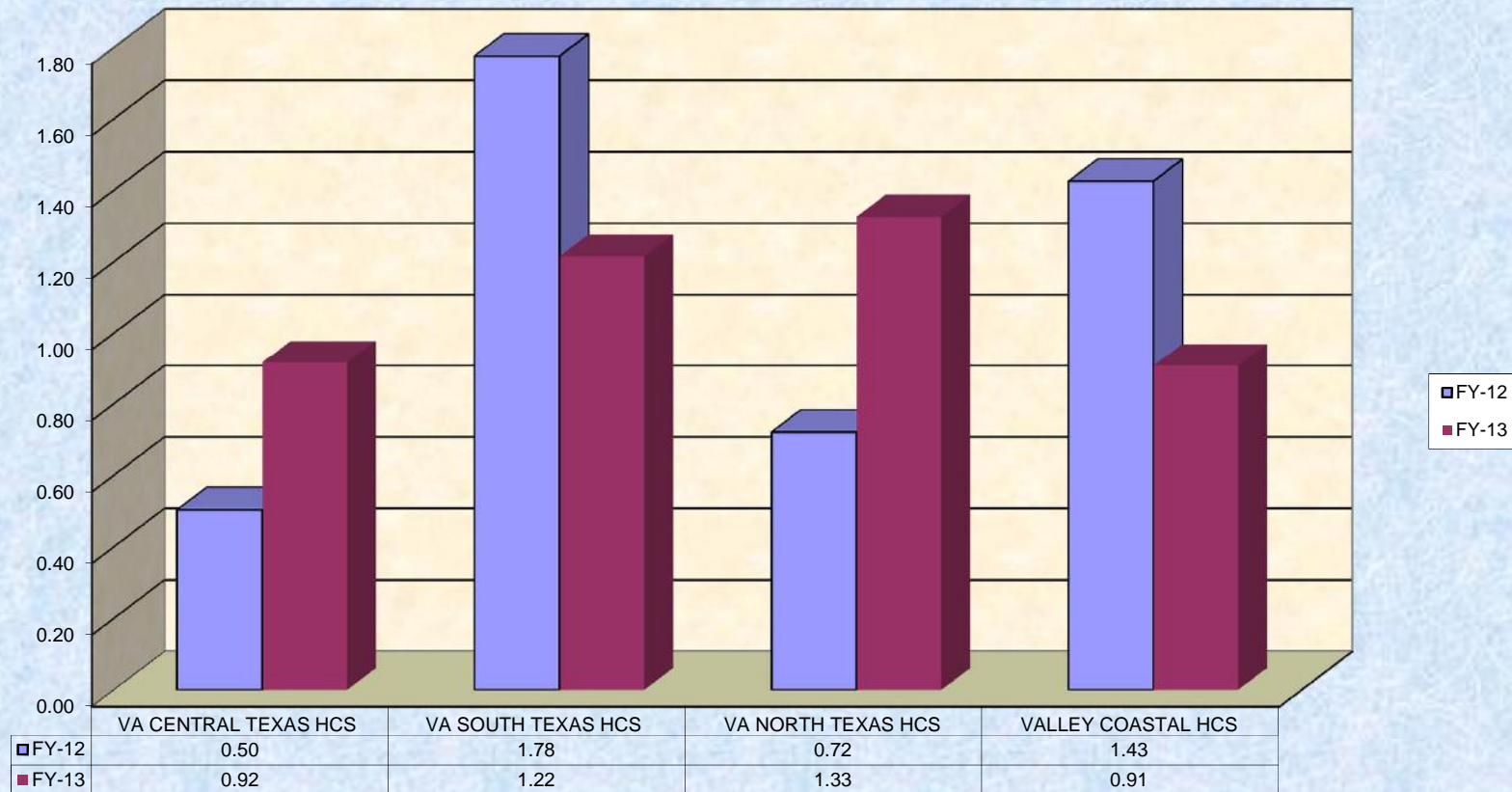


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 17

FY-12 & FY-13 Informal Per Capita

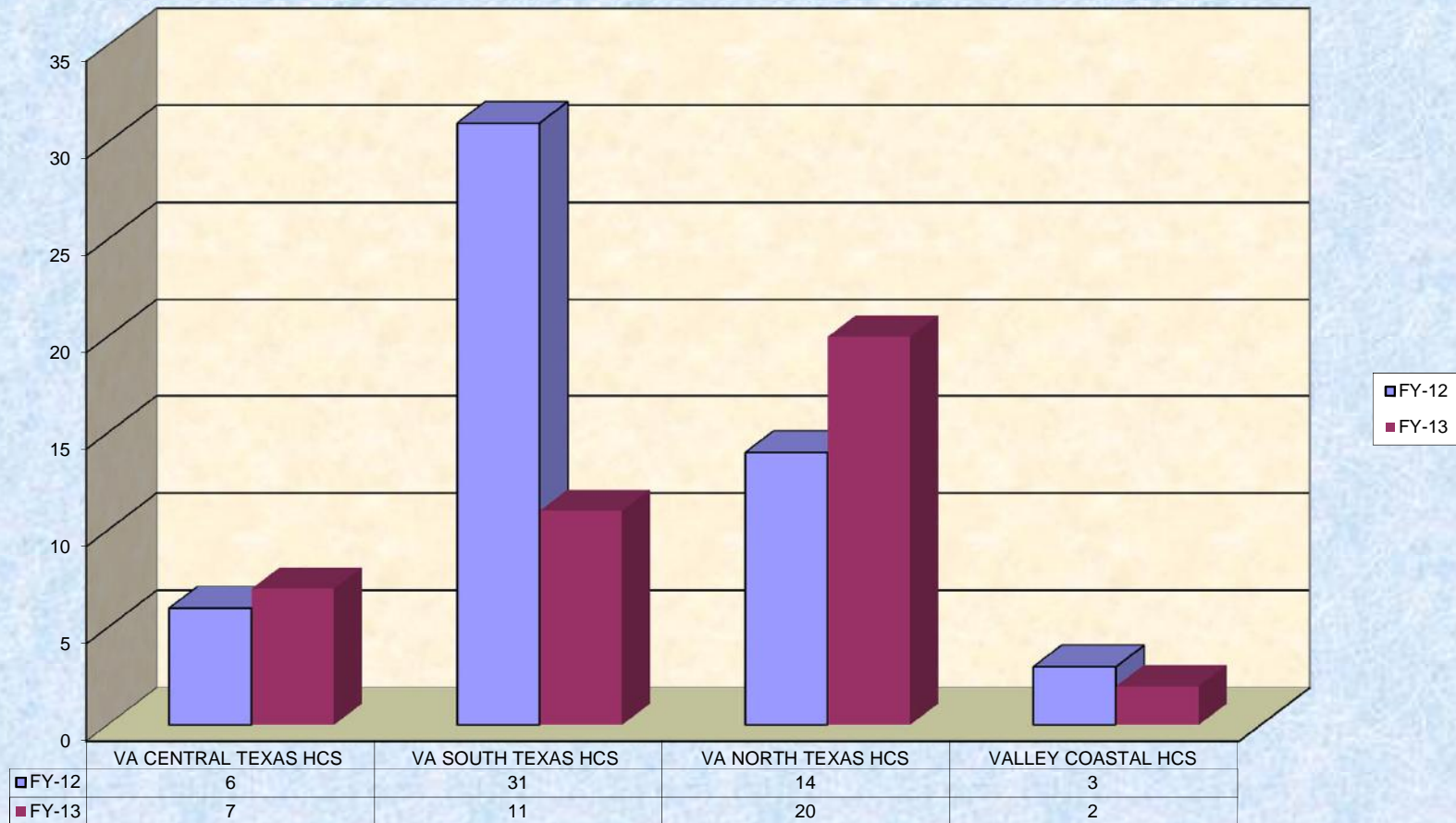
(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 17

FY-12 & FY-13 Formal Filed

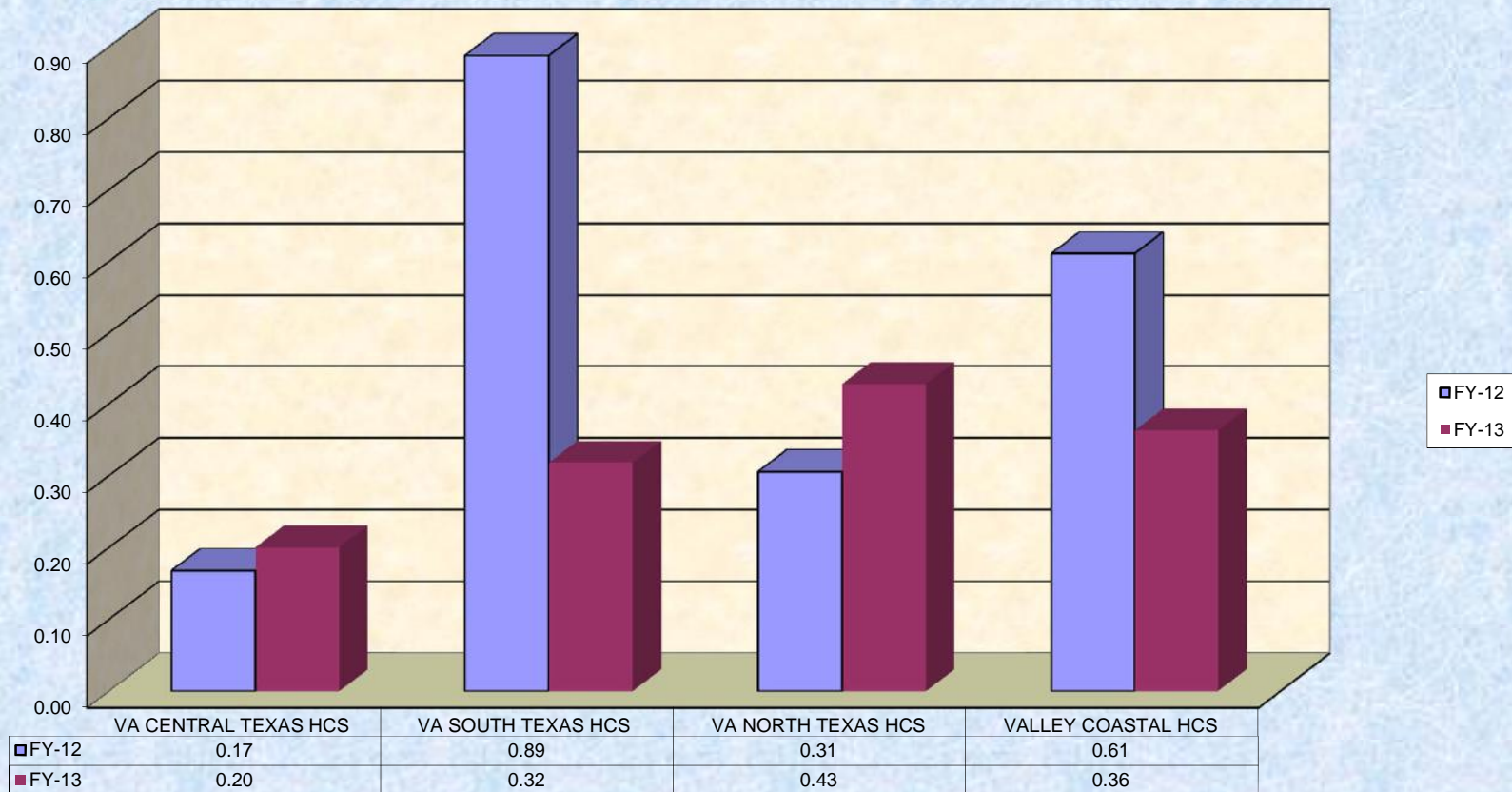


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 17

FY-12 & FY-13 Formal Per Capita

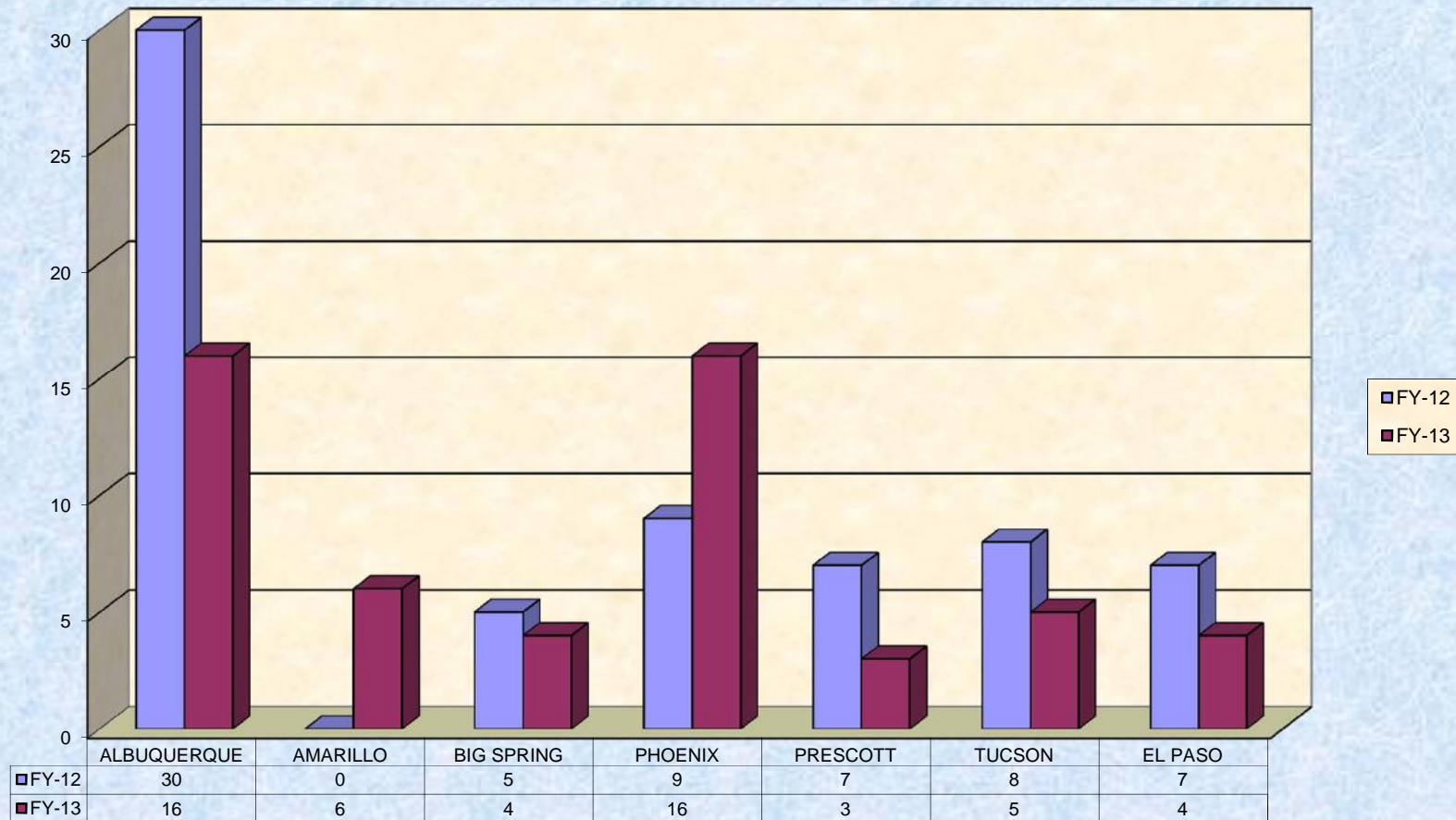
(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 18

FY-12 & FY-13 Informal Contacts

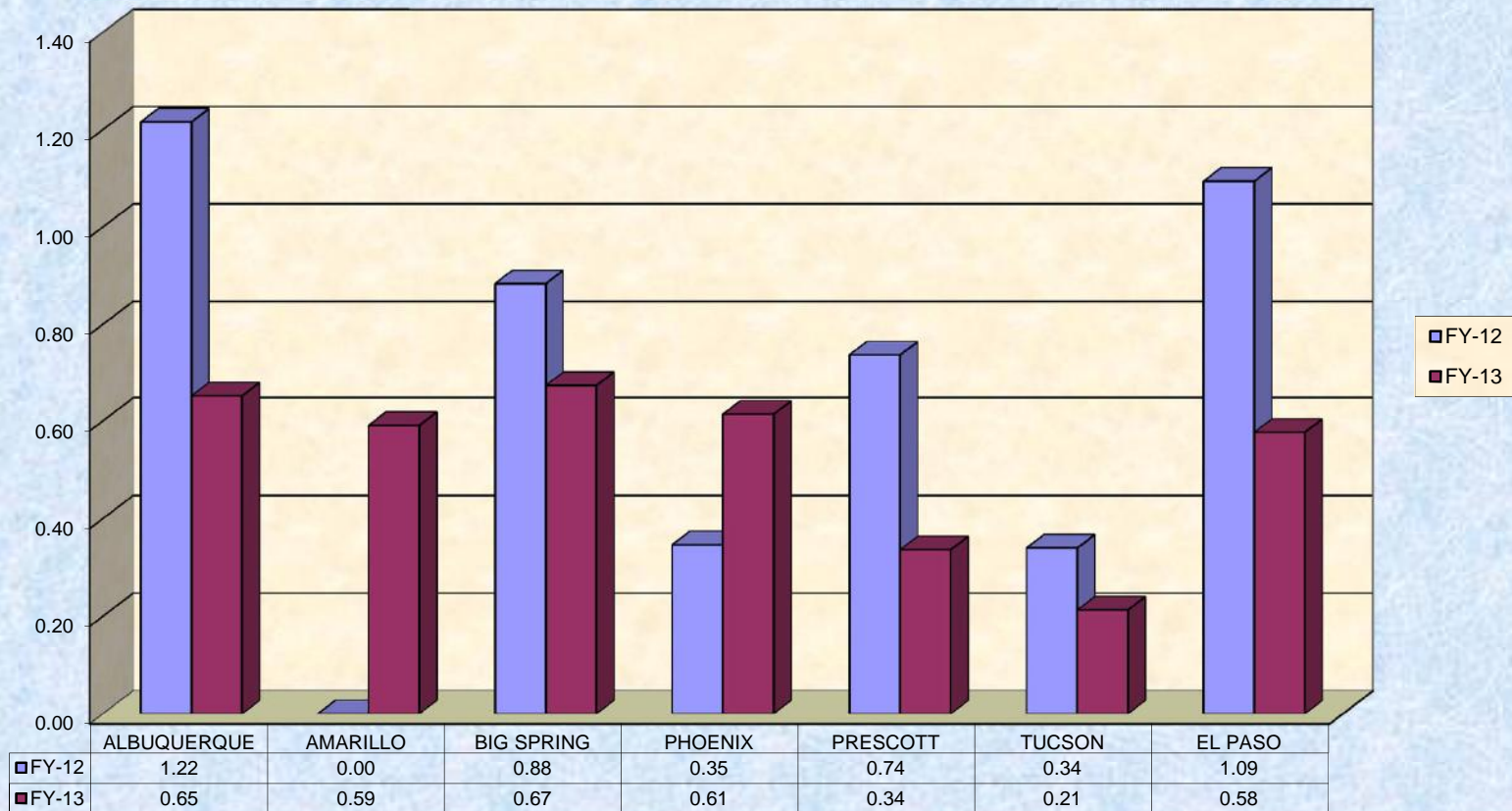


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 18

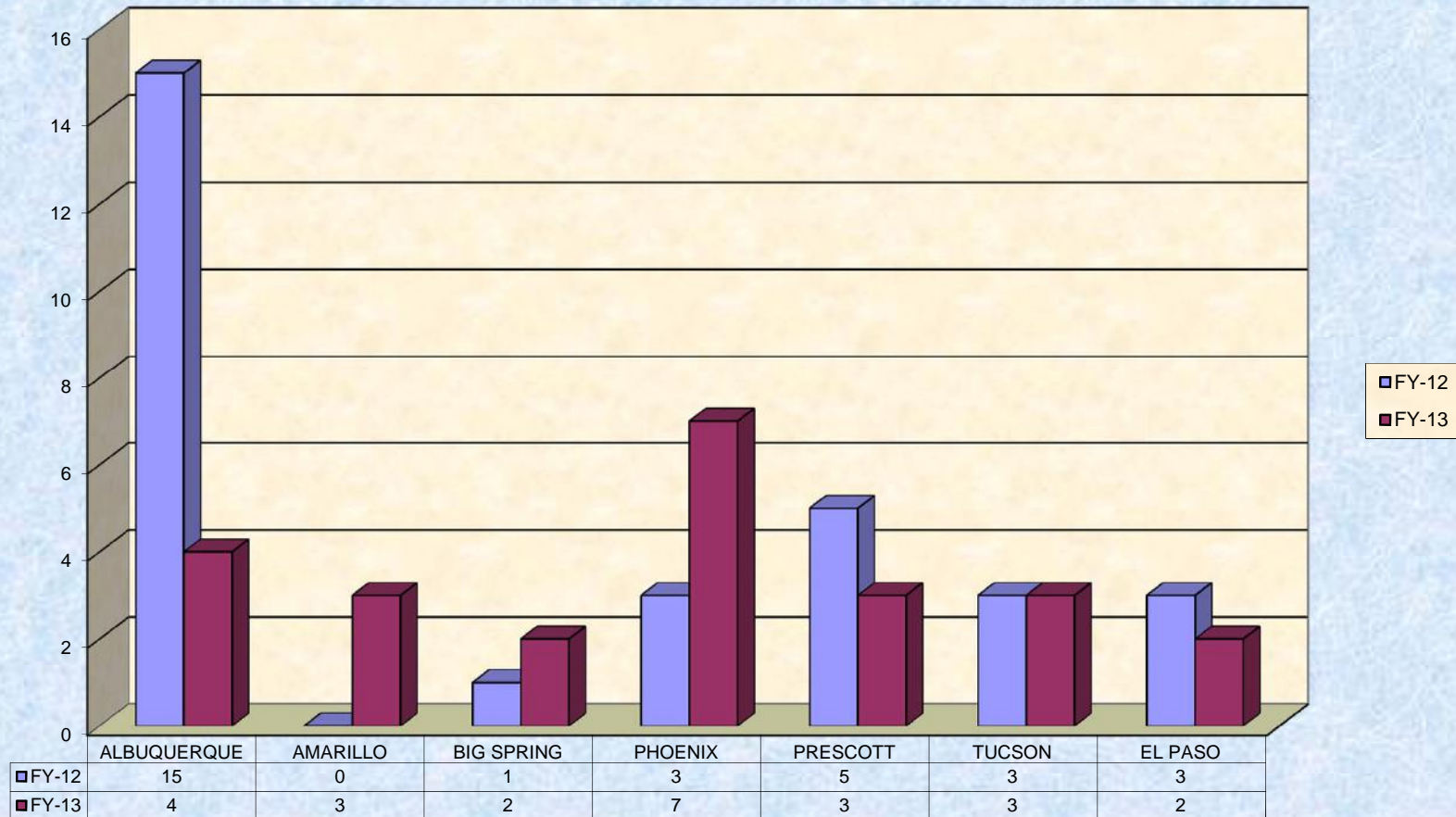
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 18 FY-12 & FY-13 Formal Complaints Filed

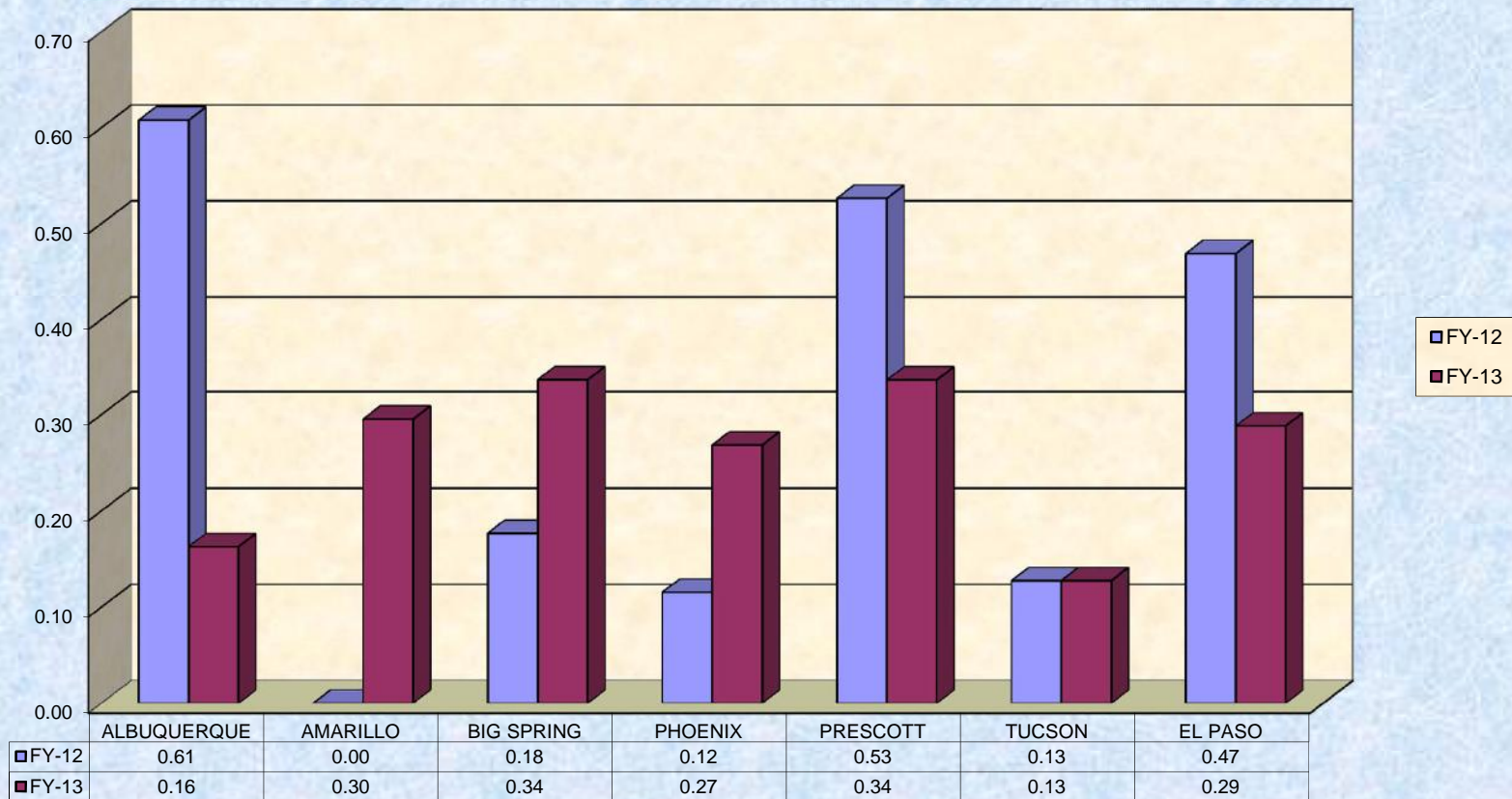


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 18

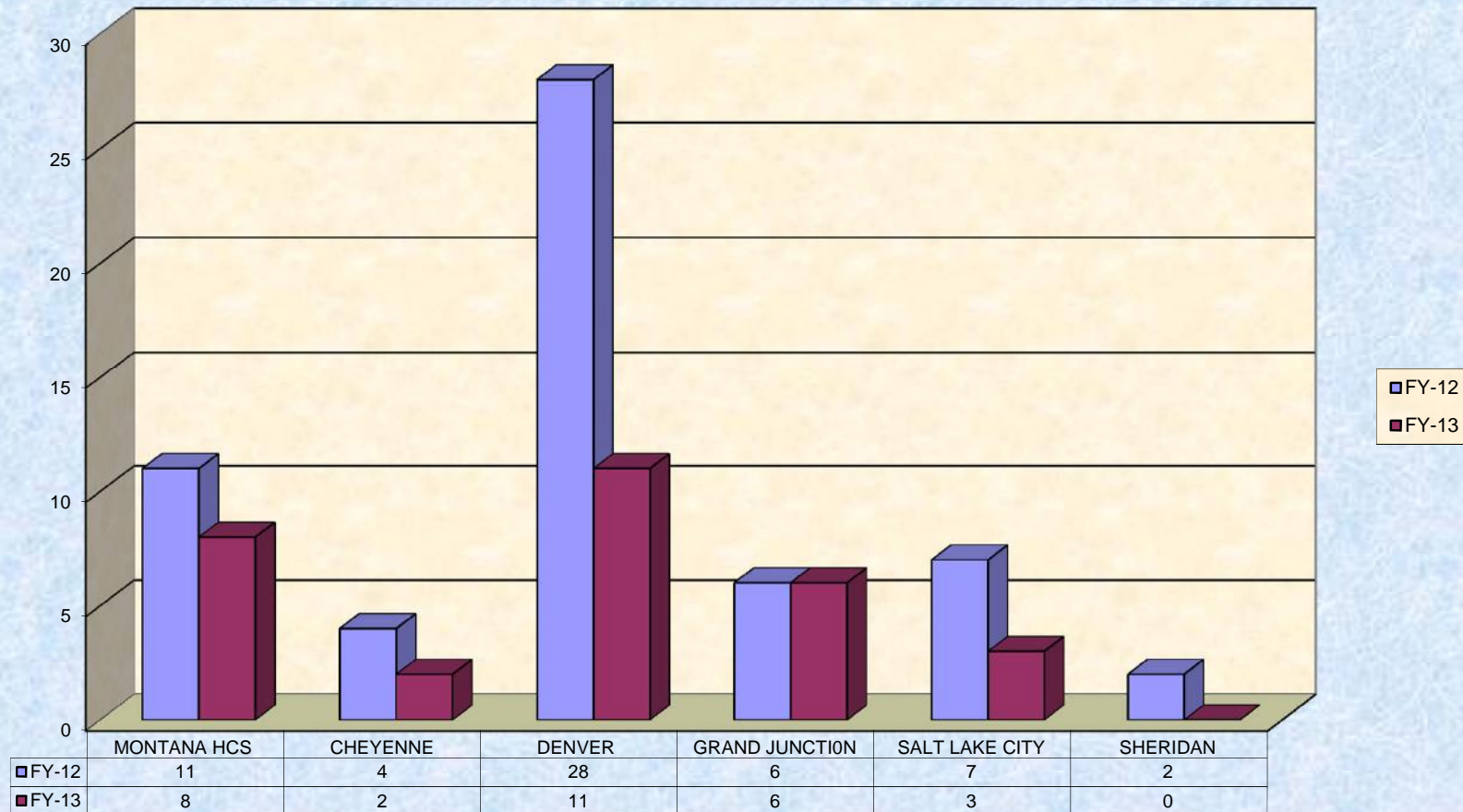
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 19 FY-12 & FY-13 Informal Contacts

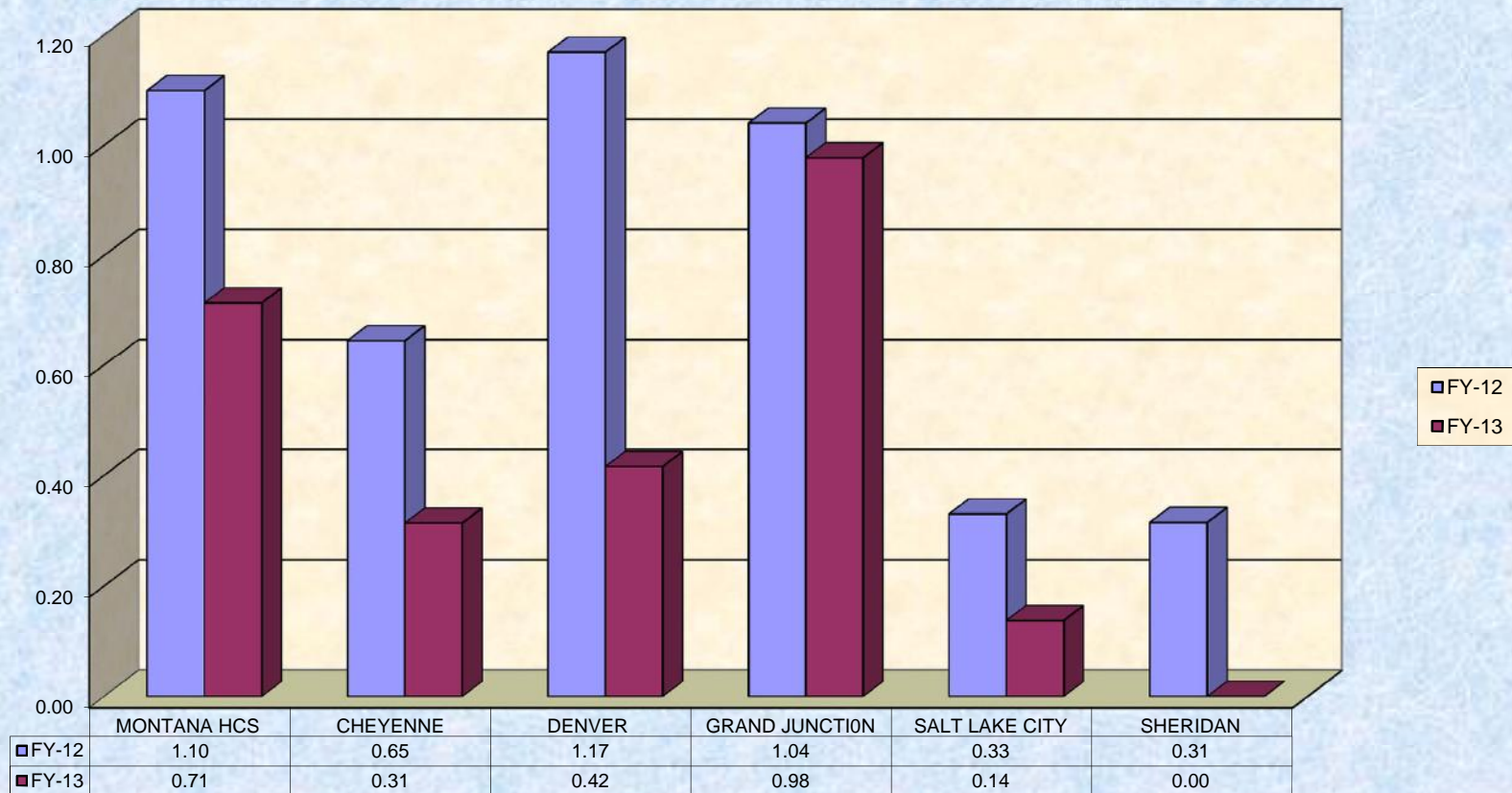


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 19

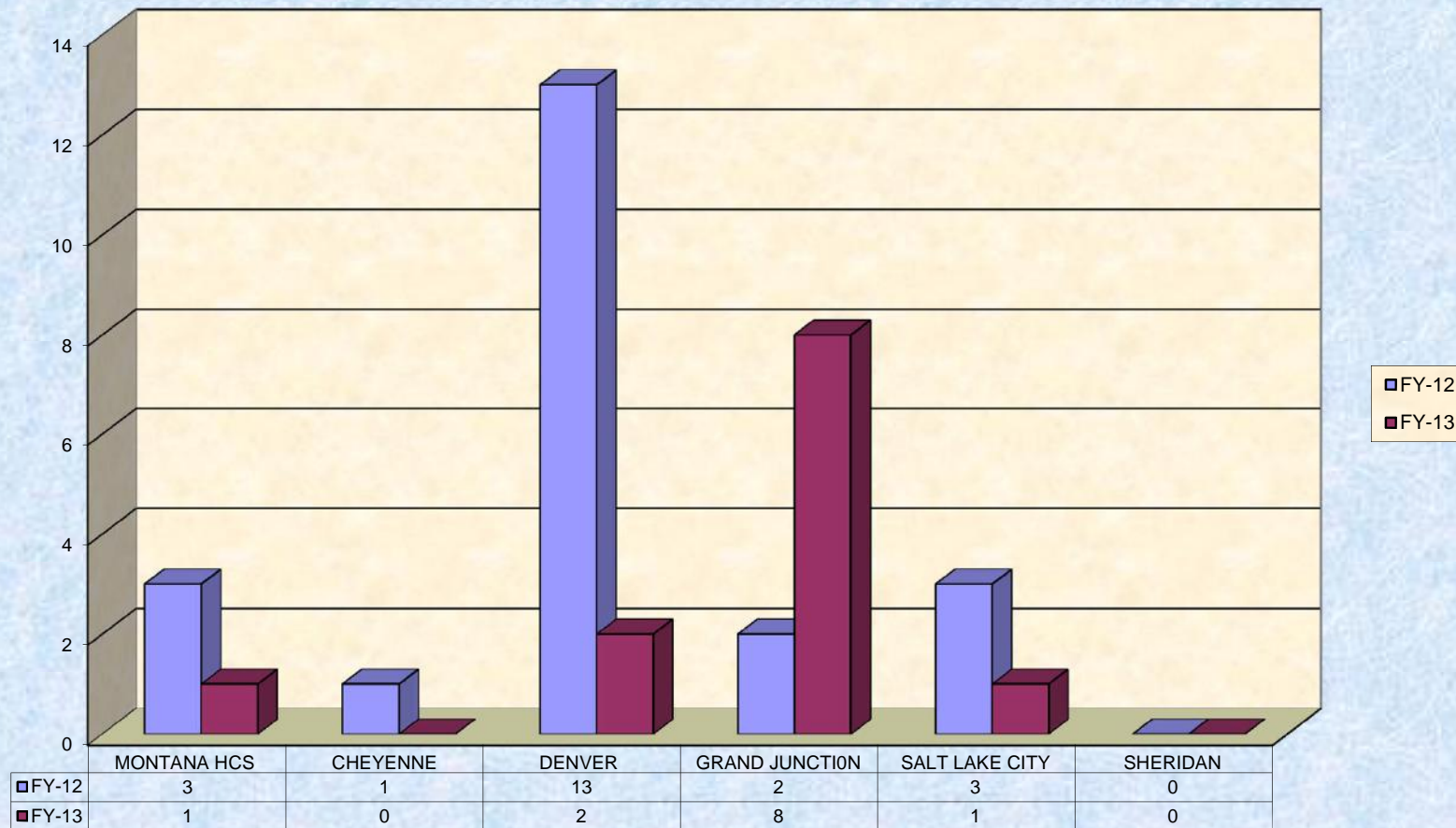
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 19 FY-12 & FY-13 Formal Complaints Filed

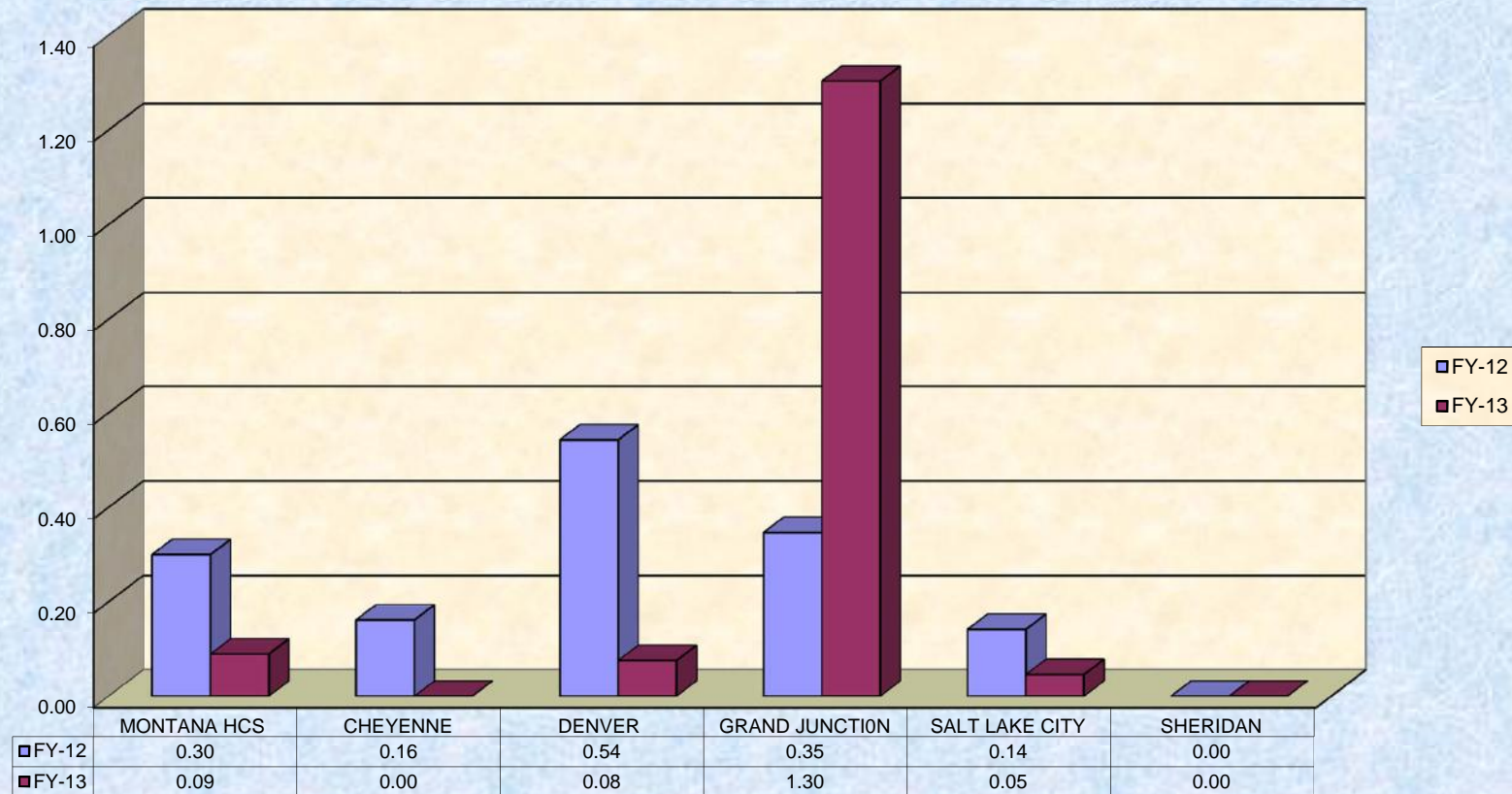


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 19

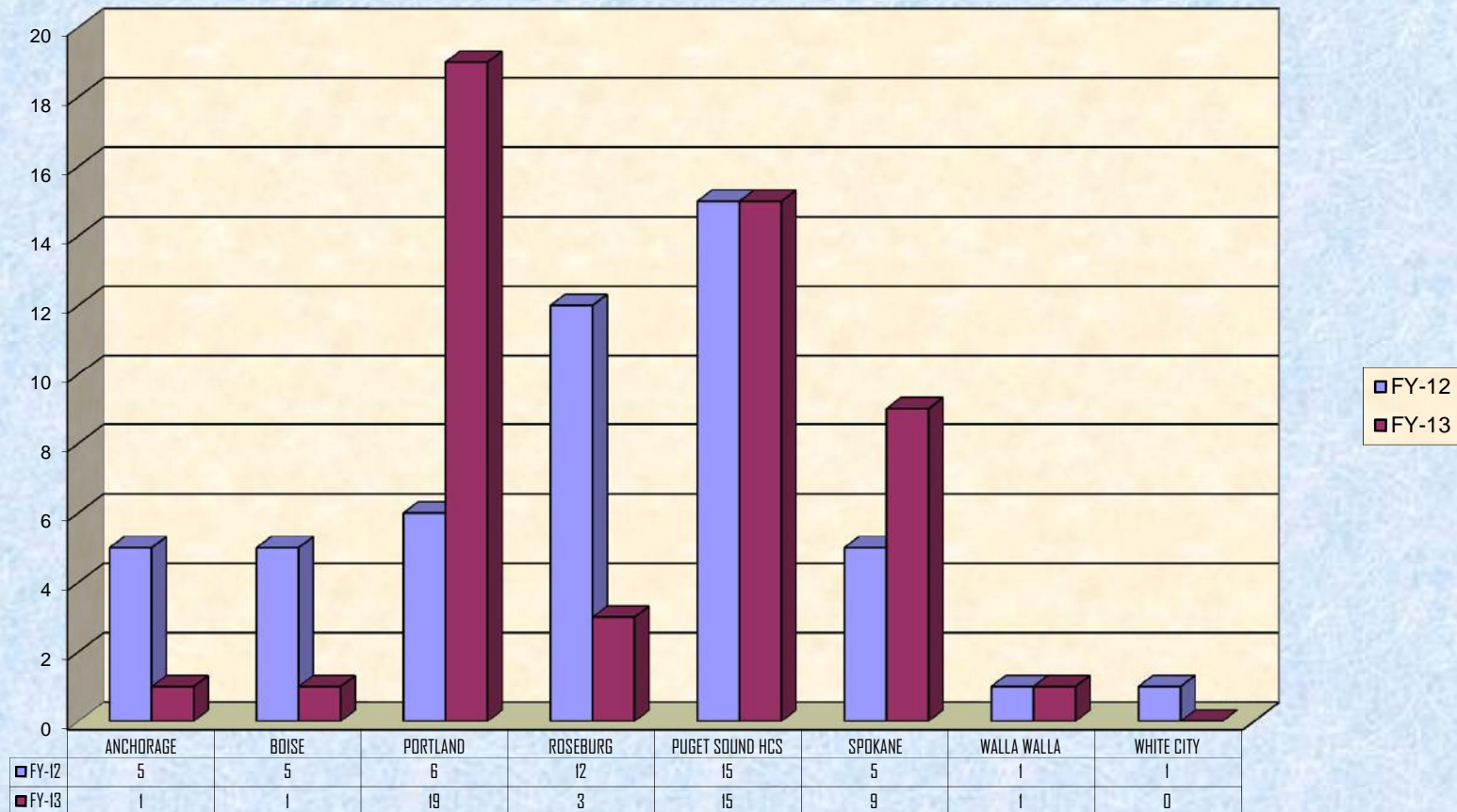
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 20 FY-12 & FY-13 Informal Contacts

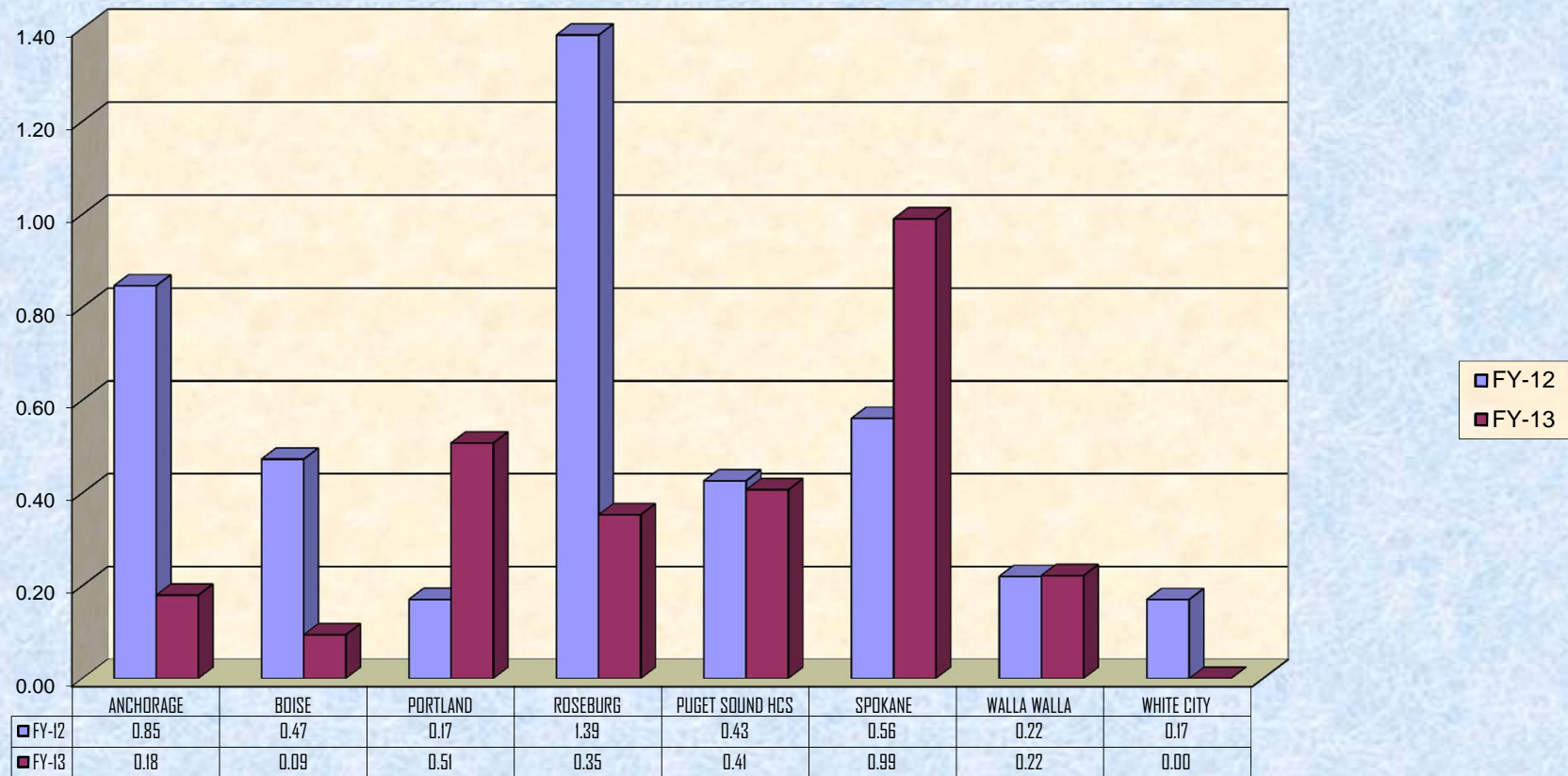


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 20

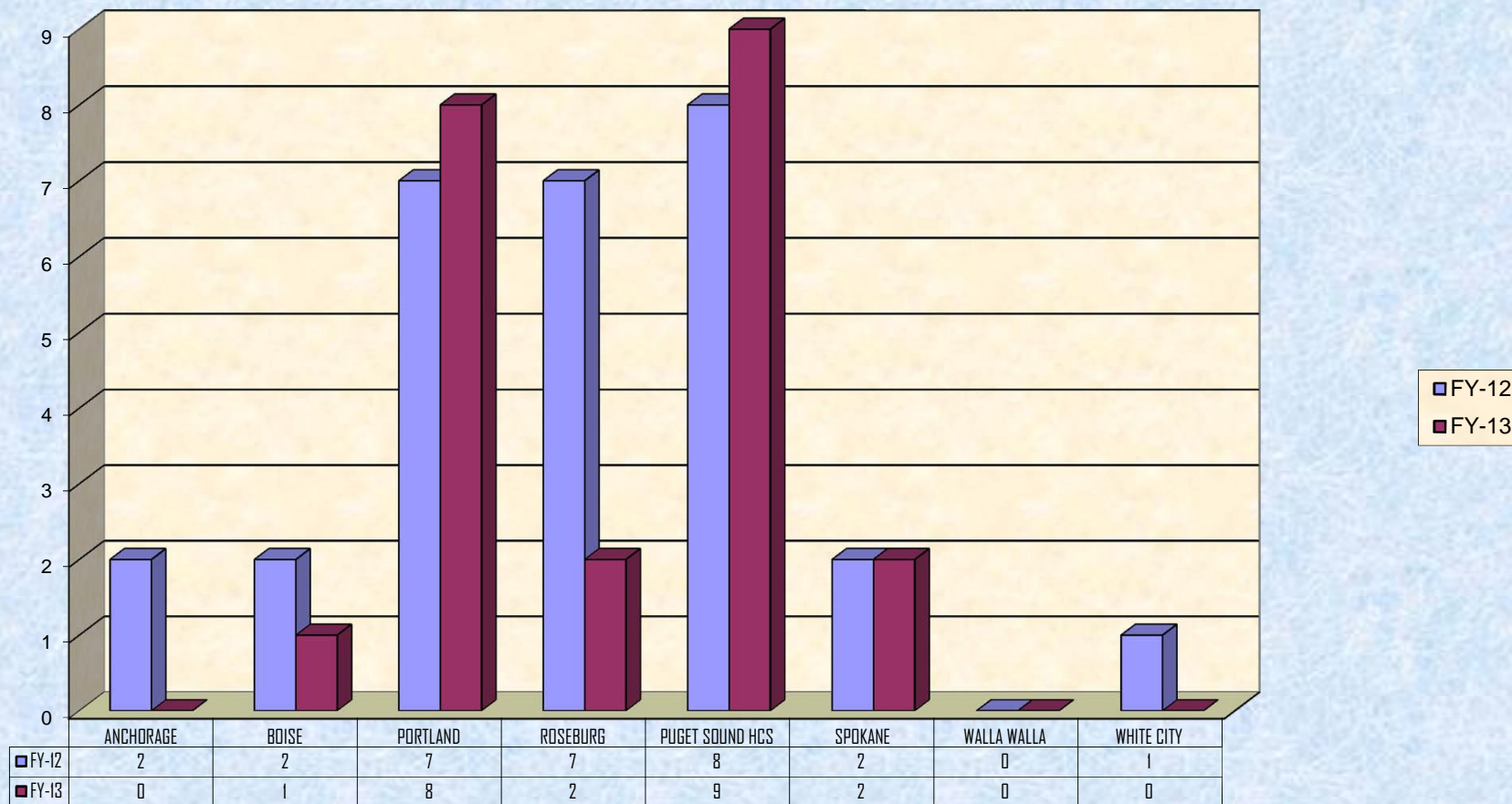
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 20 FY-12 & FY-13 Formal Complaints Filed

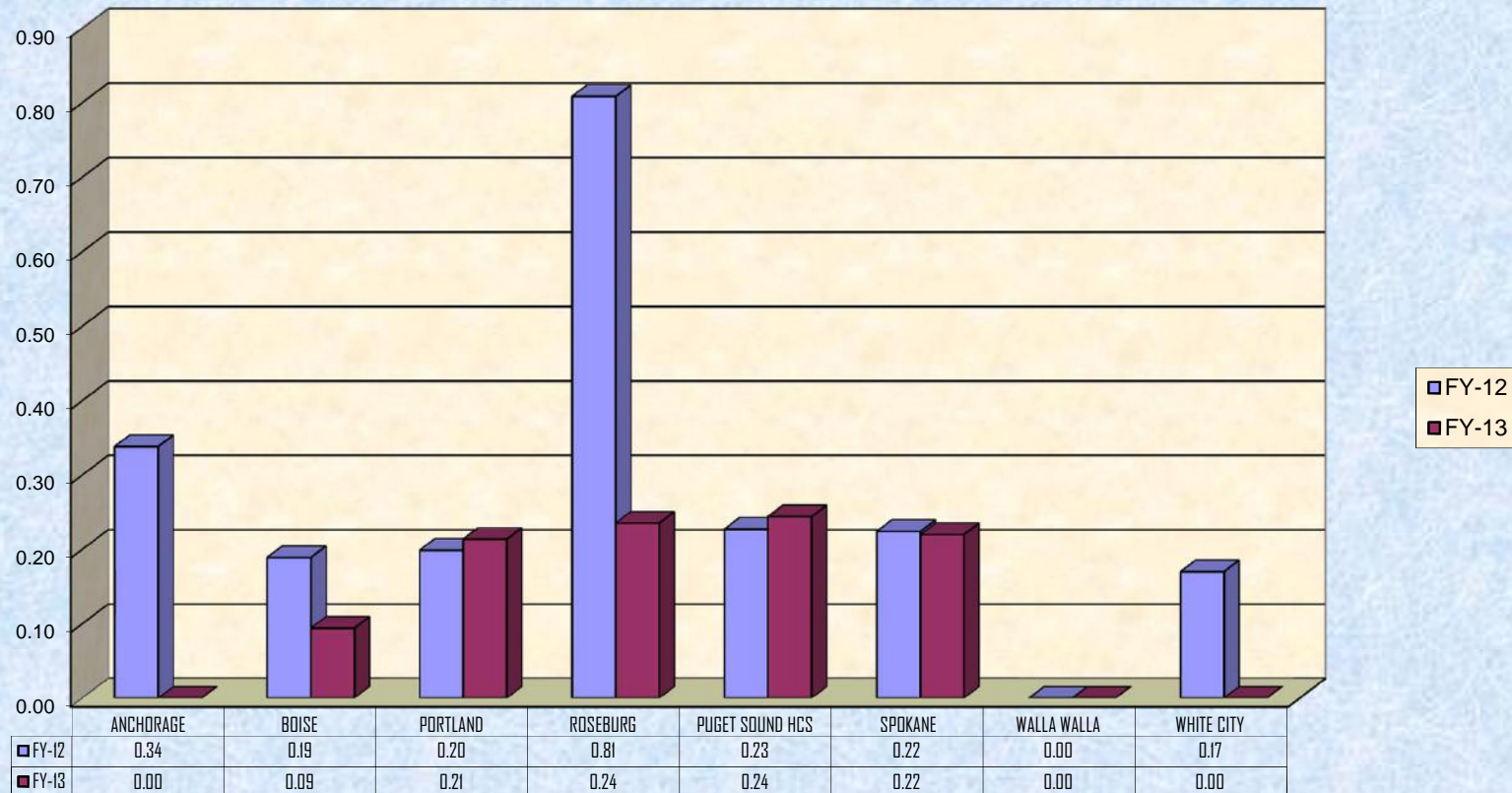


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 20

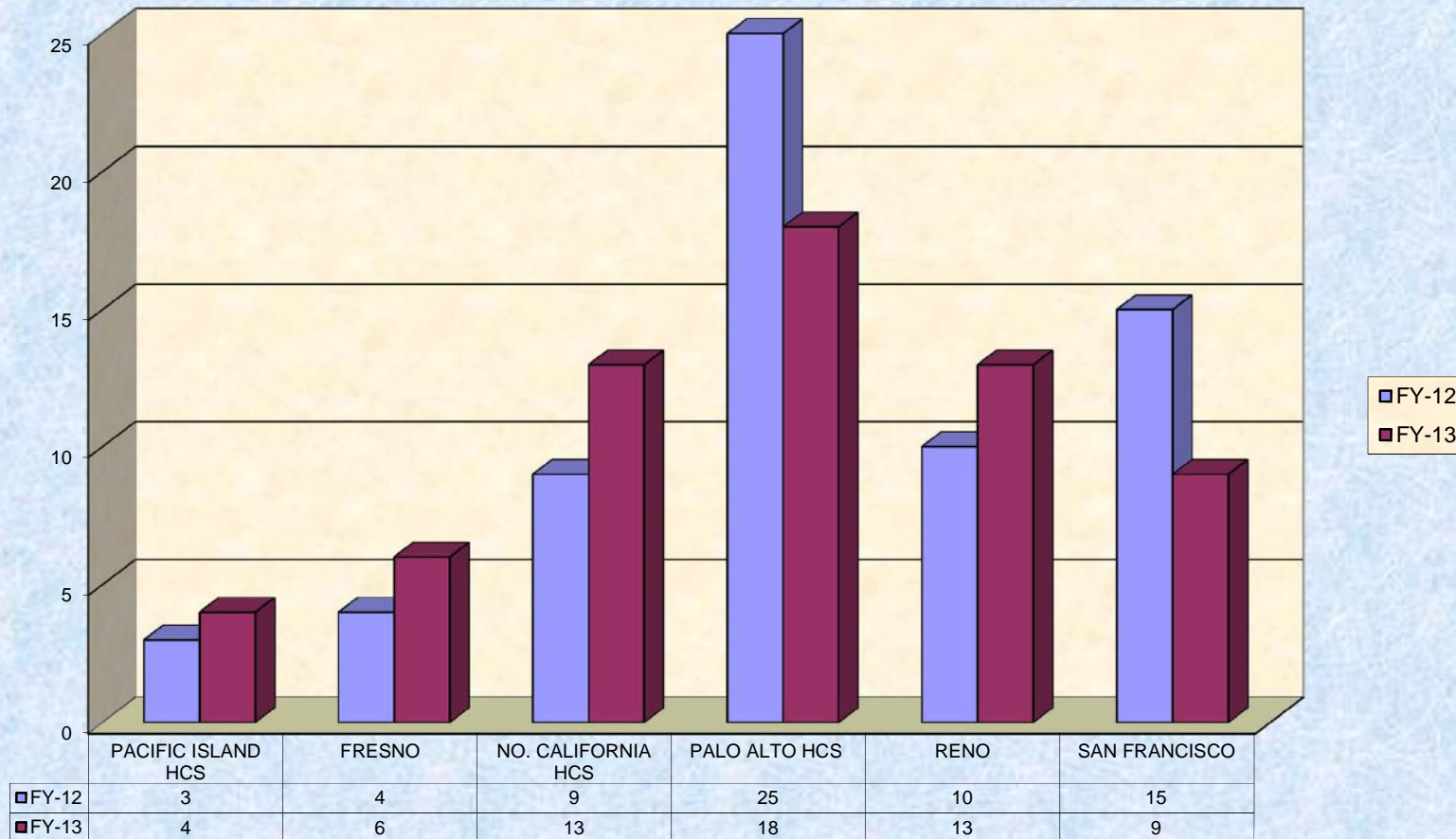
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 21 FY-12 & FY-13 Informal Contacts

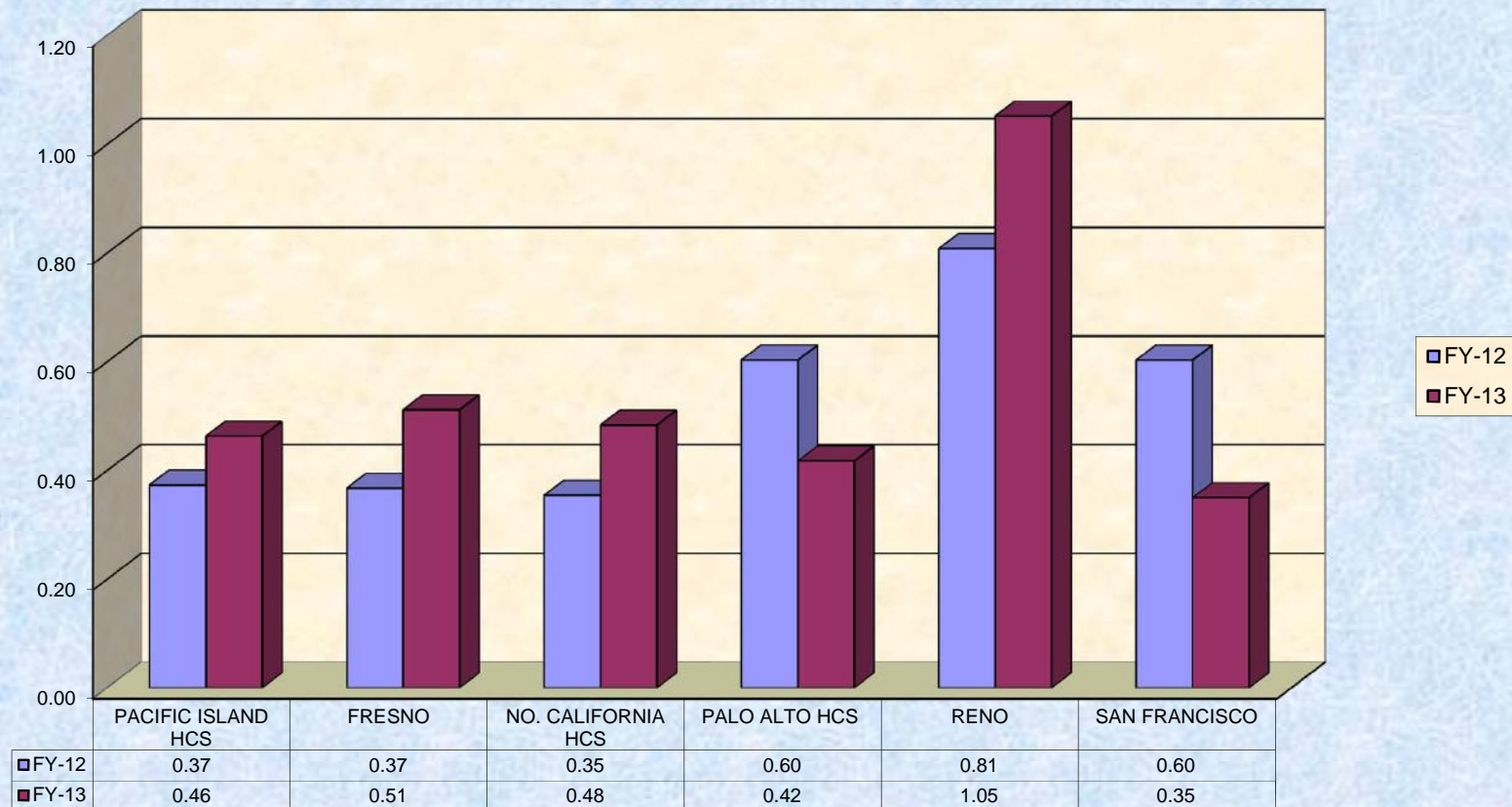


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 21

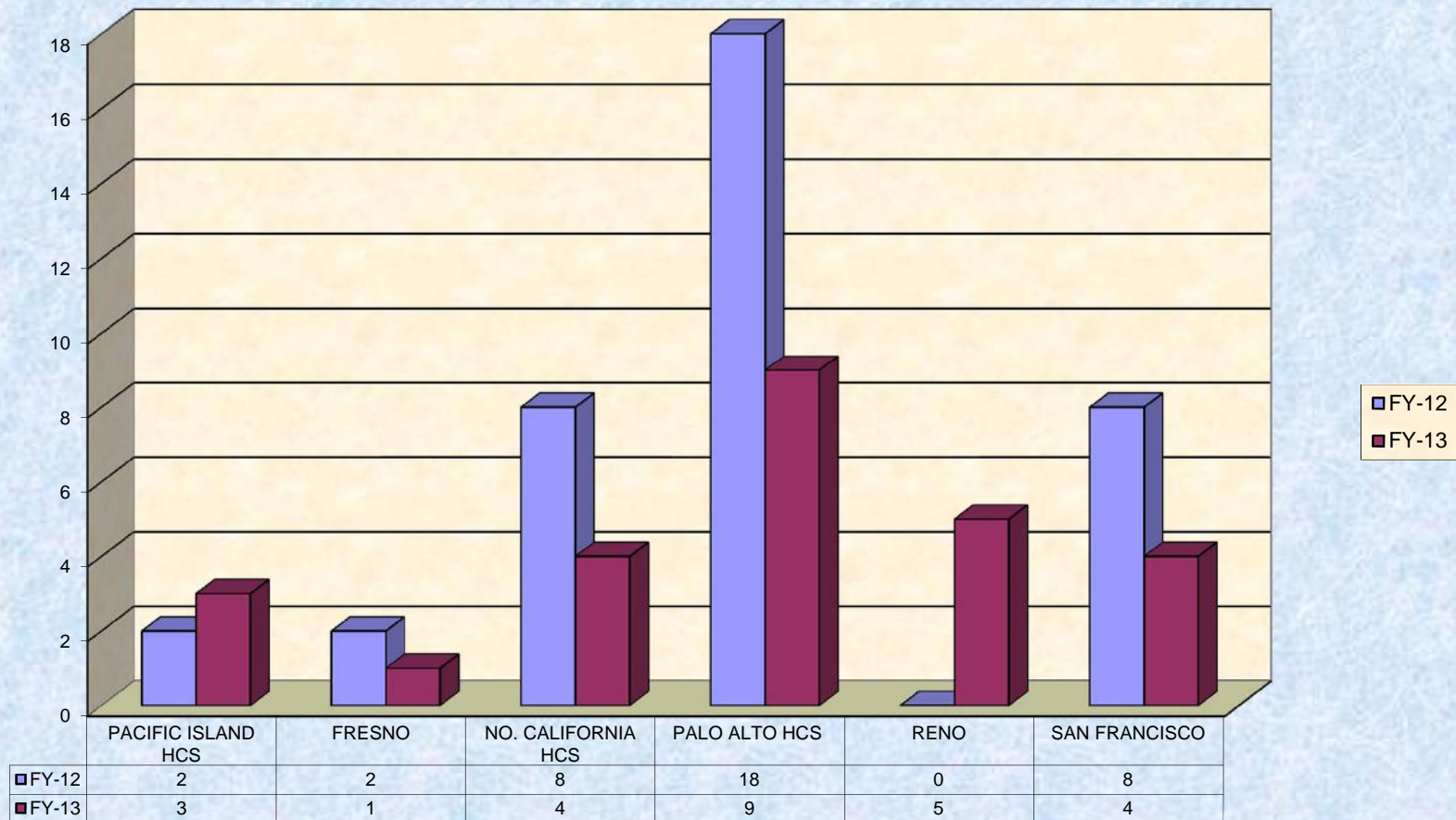
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 21 FY-12 & FY-13 Formal Complaints Filed

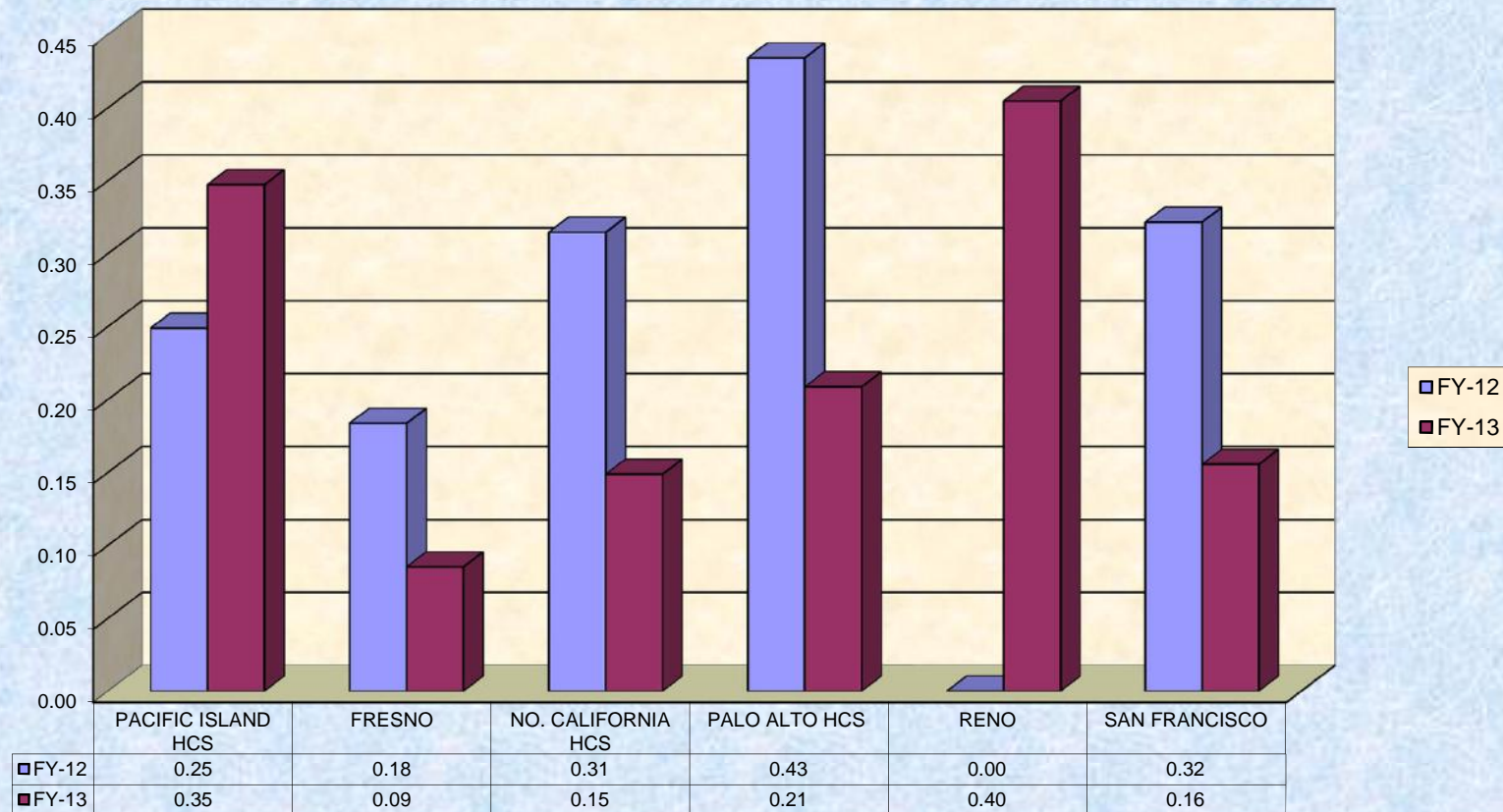


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 21

FY-12 & FY-13 Formal Per Capita

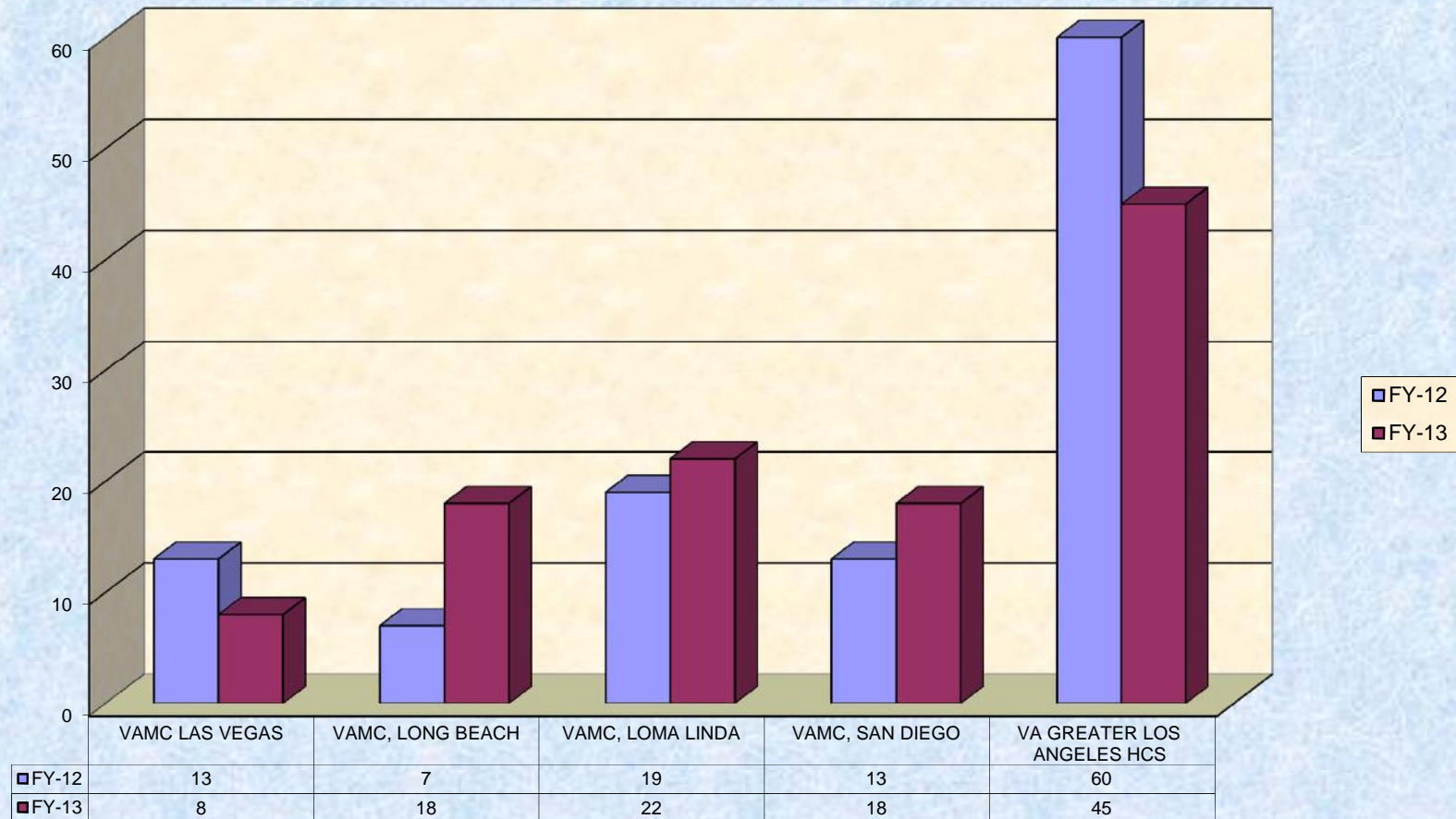
(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 22

FY-12 & FY-13 Informal Contacts

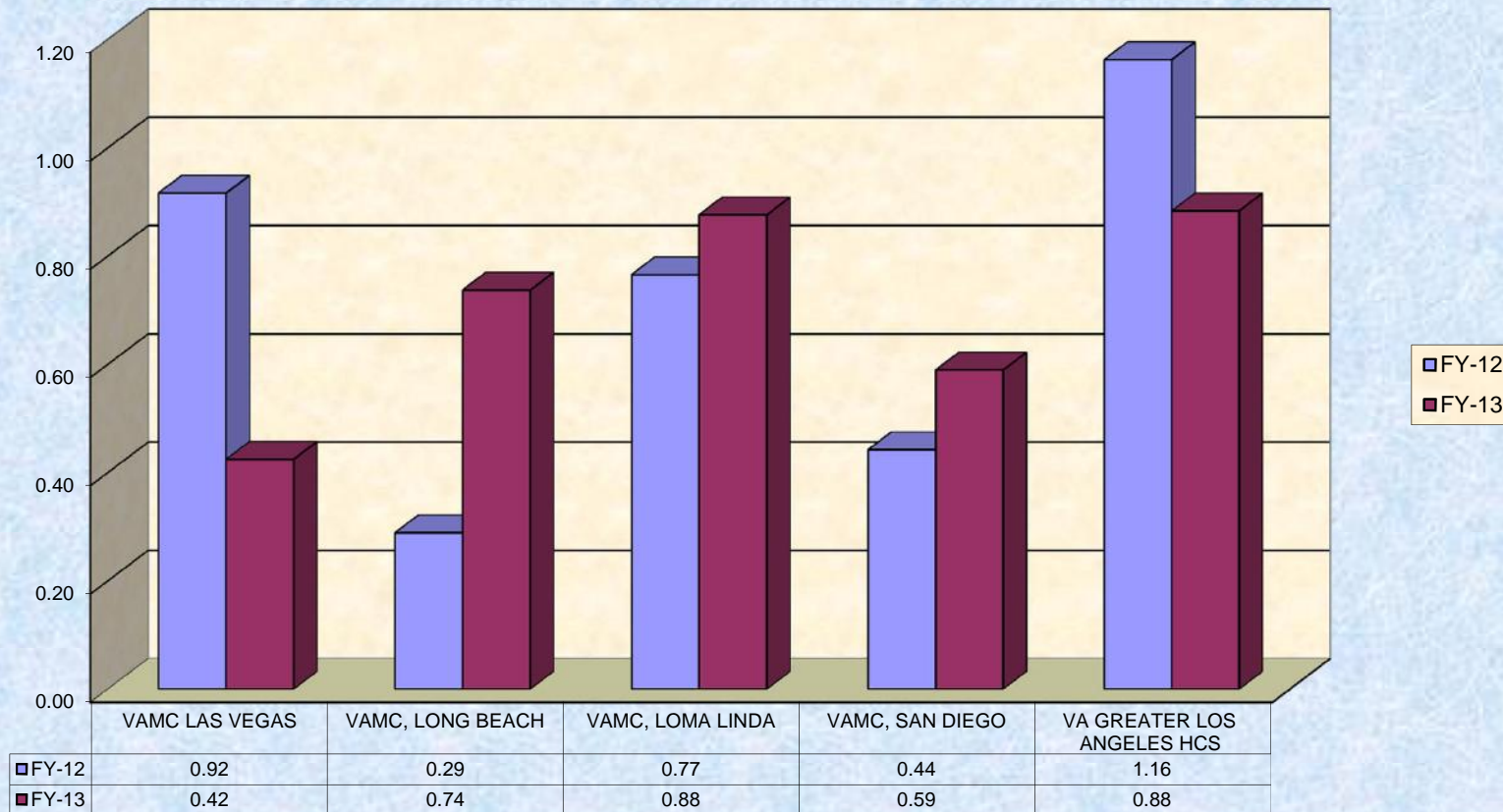


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 22

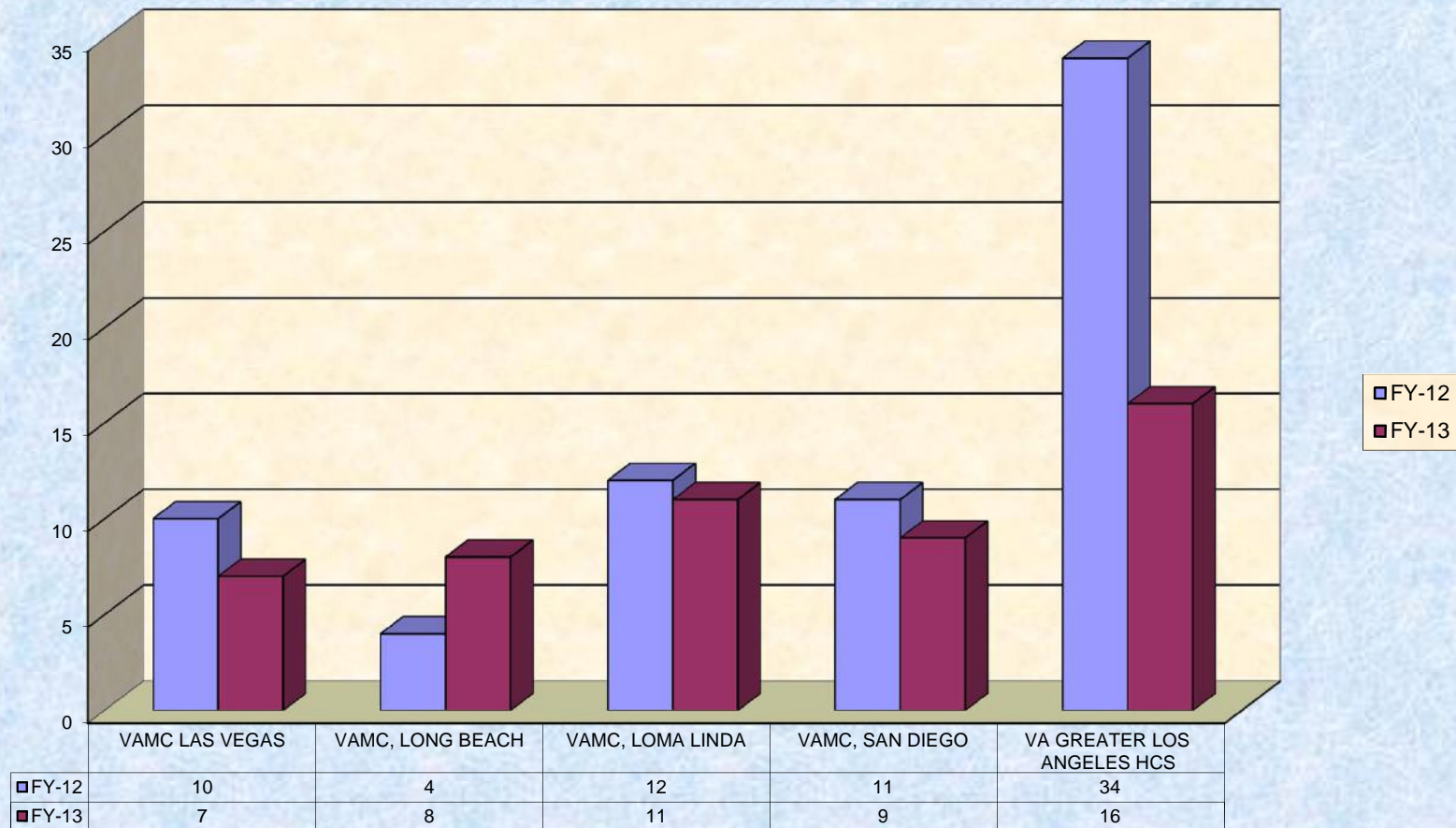
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 22 FY-12 & FY-13 Formal Complaints Filed

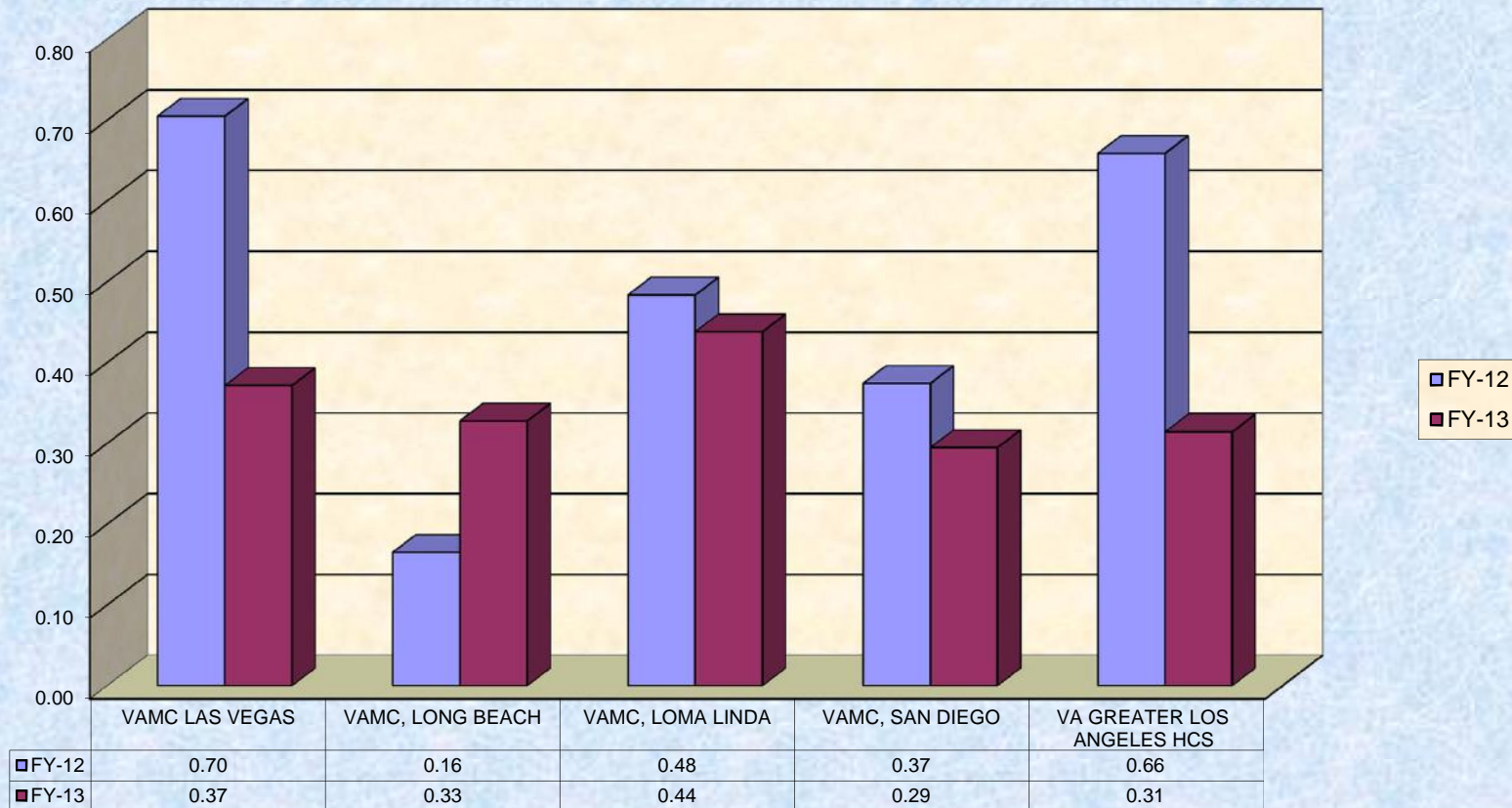


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October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 22

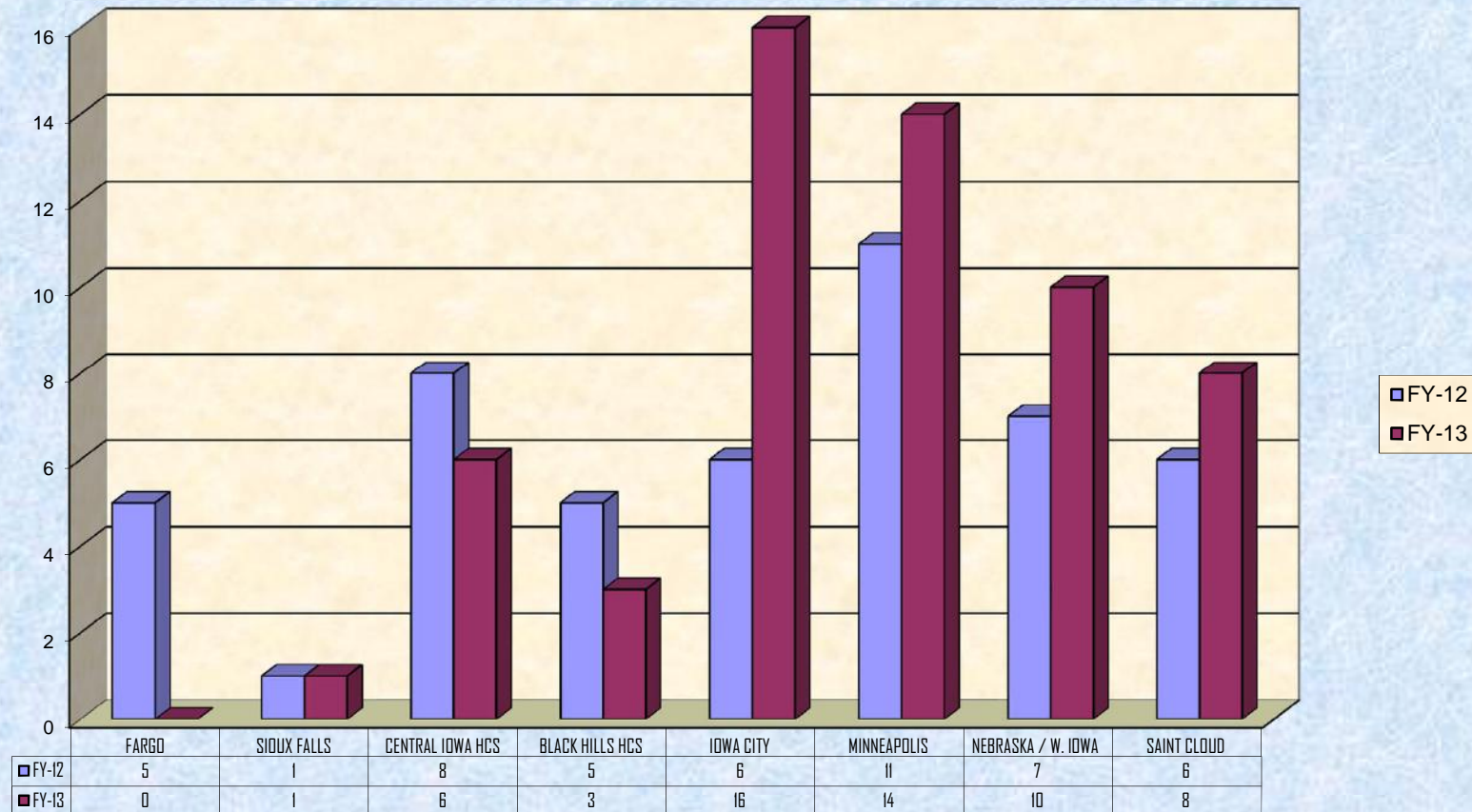
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 23 FY-12 & FY-13 Informal Contacts

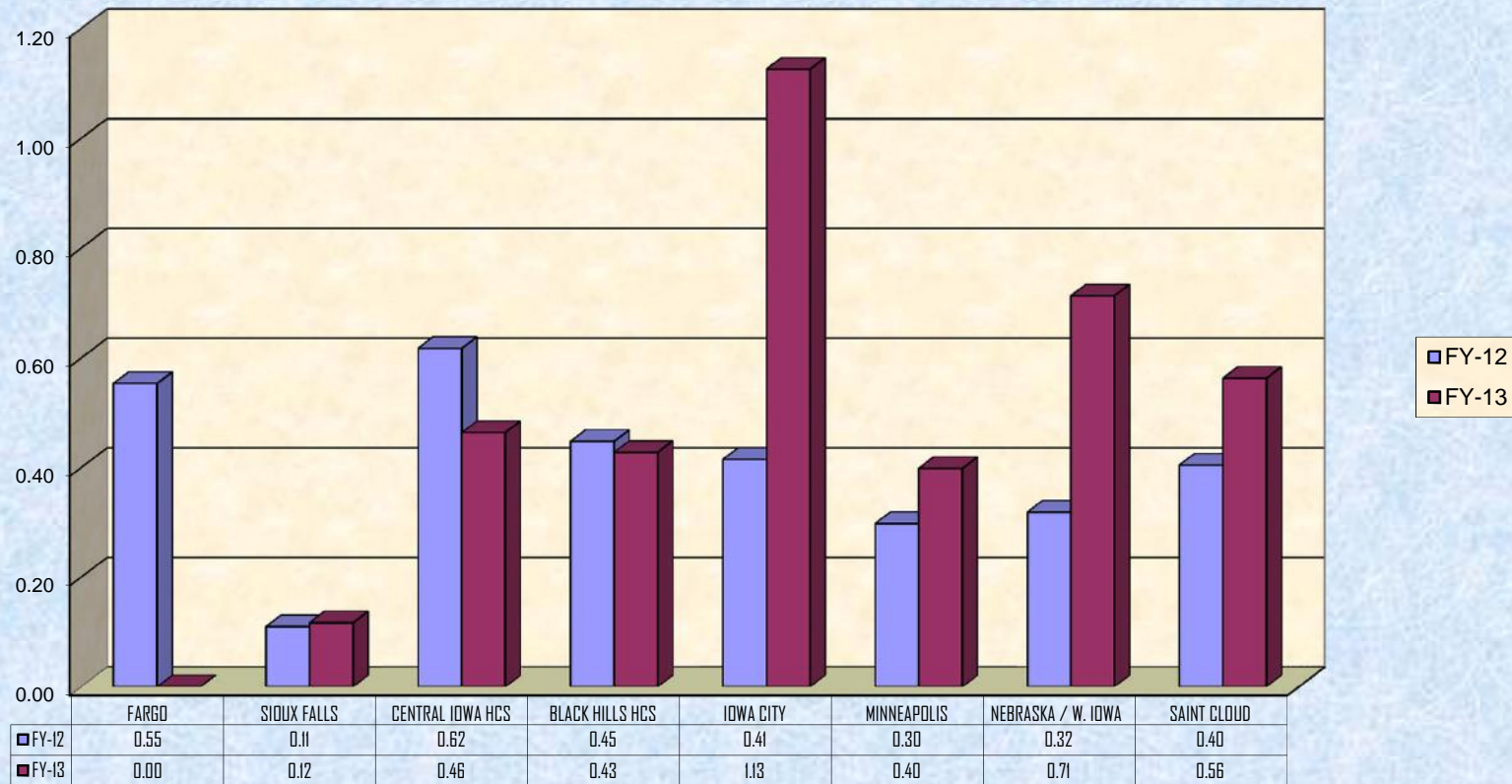


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 23

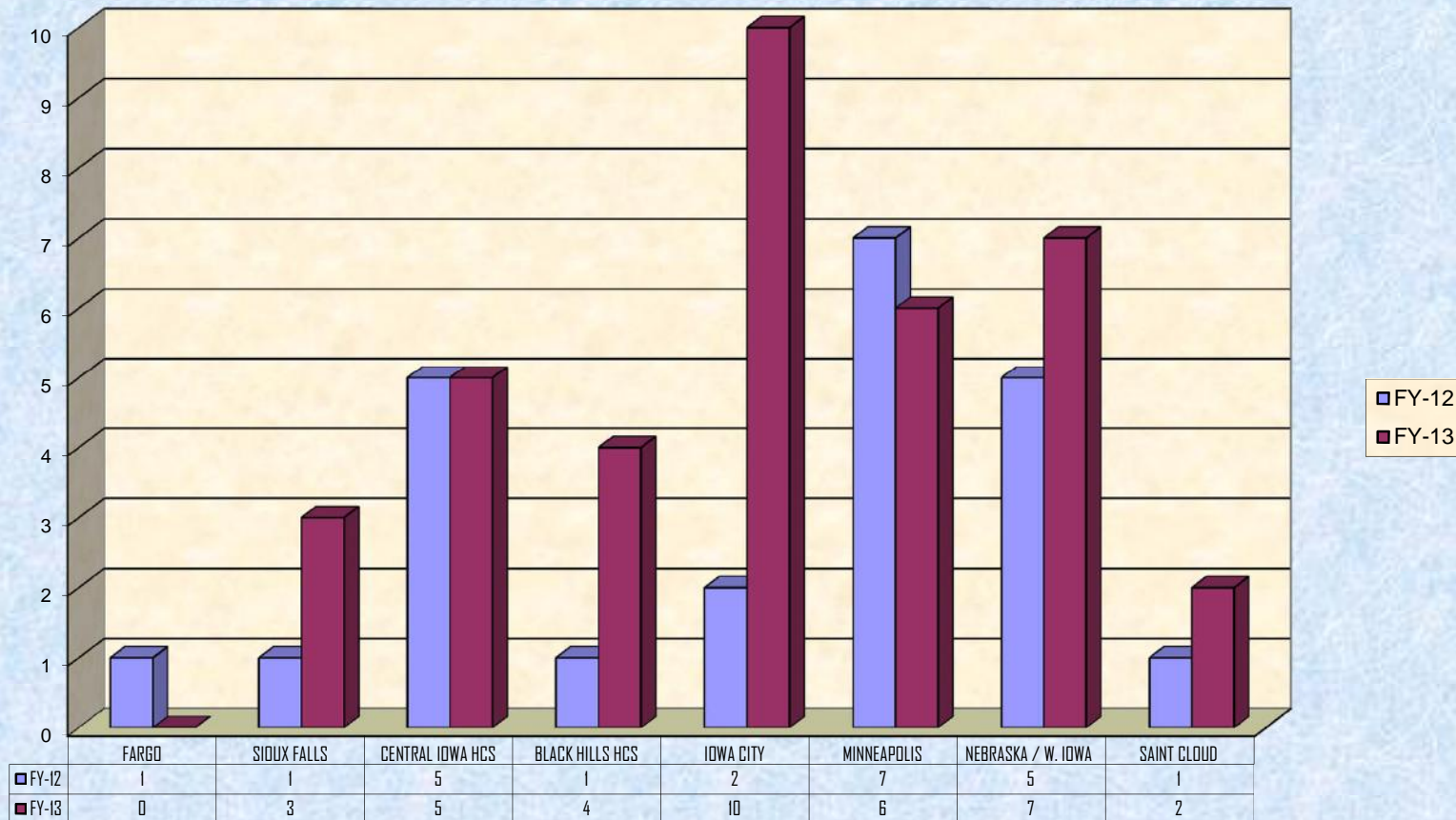
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 23 FY-12 & FY-13 Formal Complaints Filed

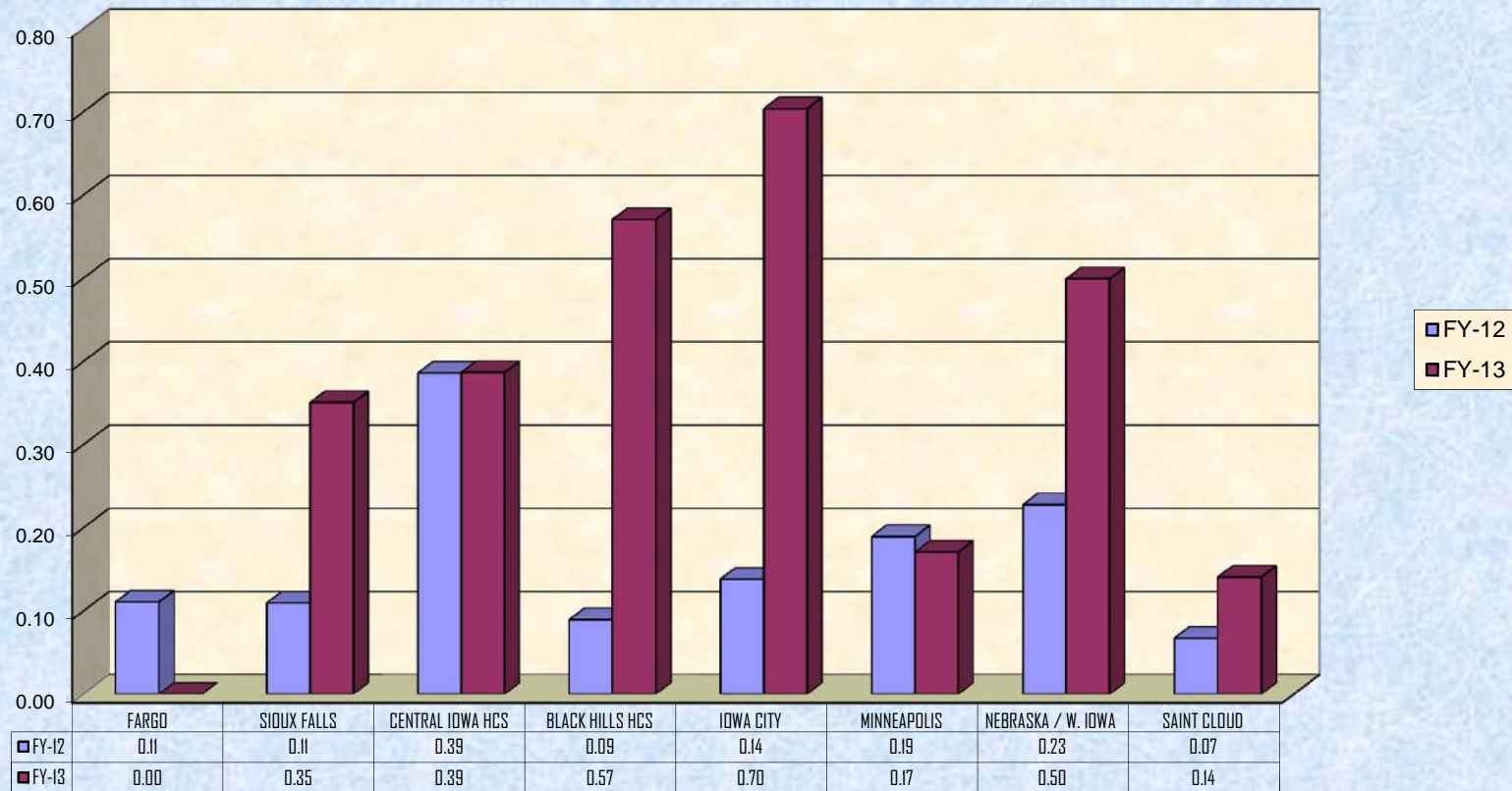


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Health Administration - VISN 23

FY-12 & FY-13 Formal Per Capita

(per 100 employees)

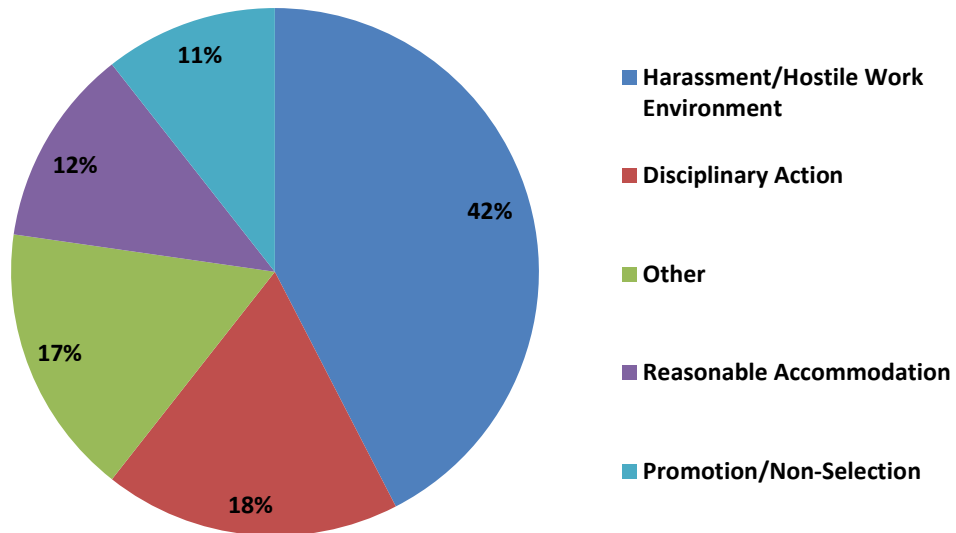


Section 3

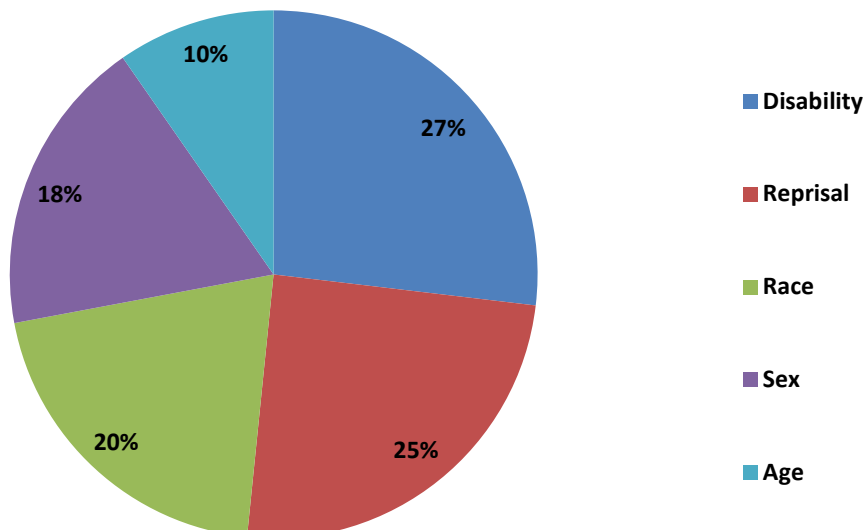
Veterans Benefits Administration

(Data by Regional - Areas)

VBA - Top 5 Claims FY 2013 Mid-Year

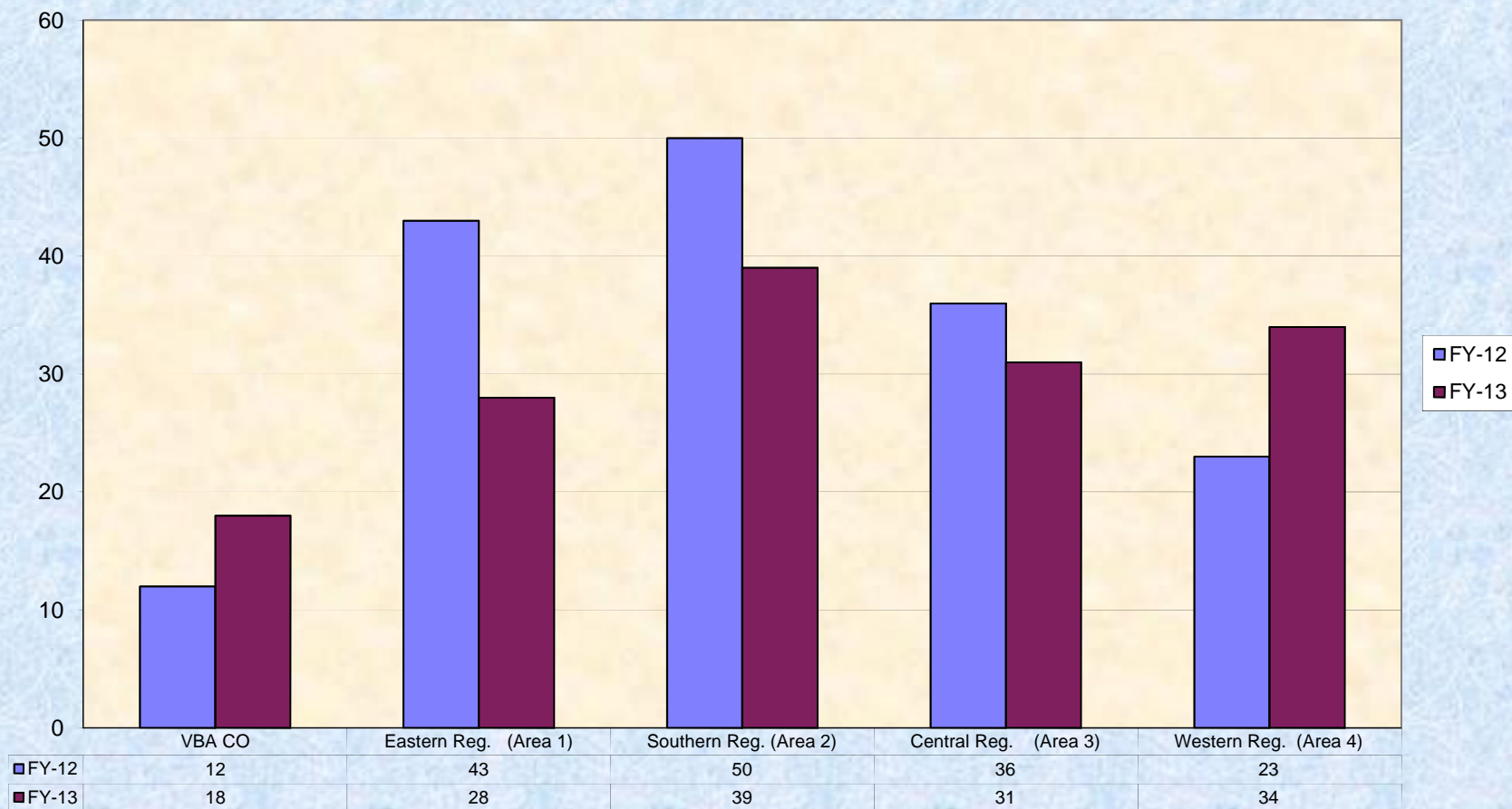


VBA - Top 5 Basis FY 2013 Mid-Year



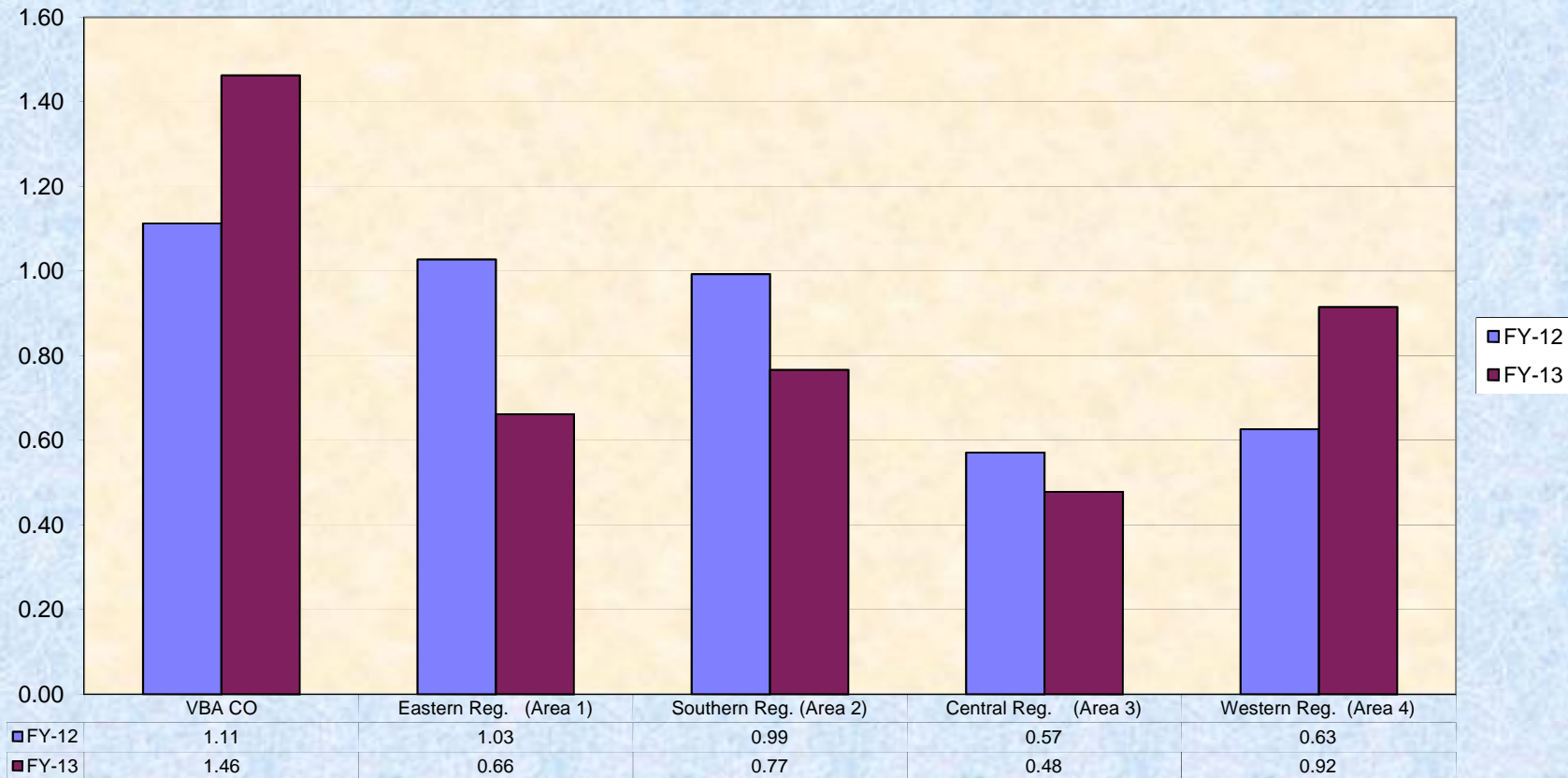
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration FY-12 & FY-13 Informal Contacts



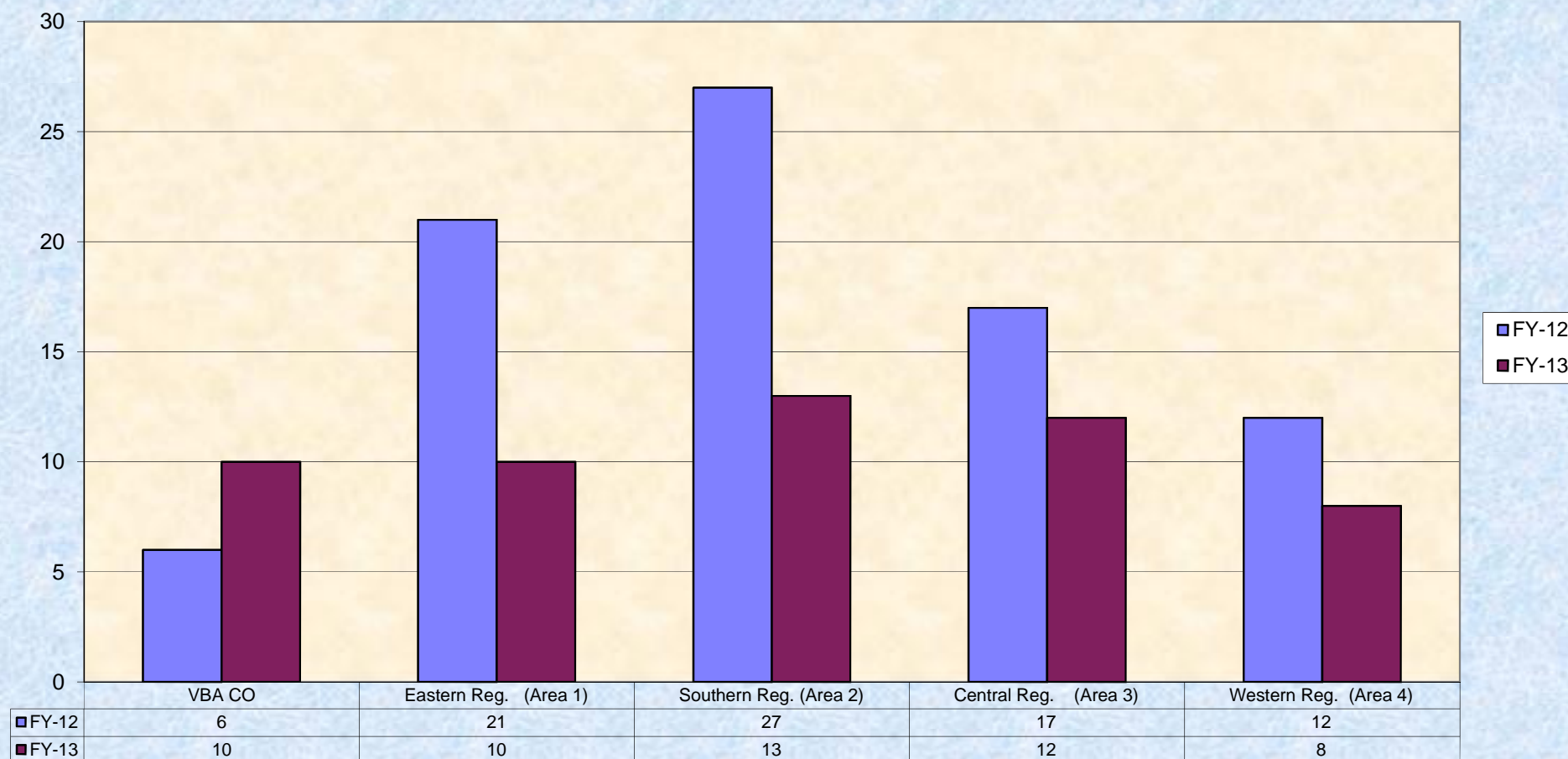
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration FY-12 & FY-13 Informal Per Capita (per 100 employees)



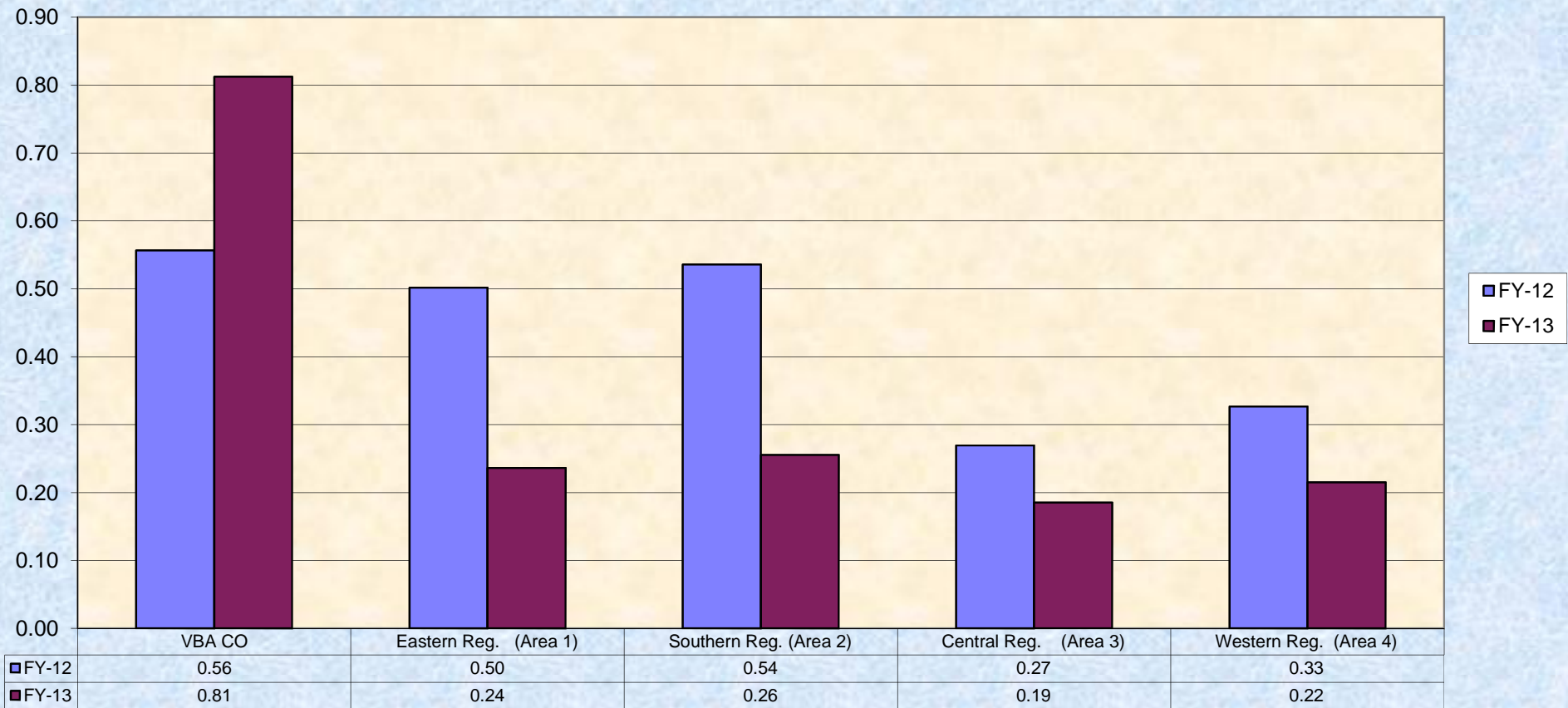
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration FY-12 & FY-13 Formal Complaints Filed



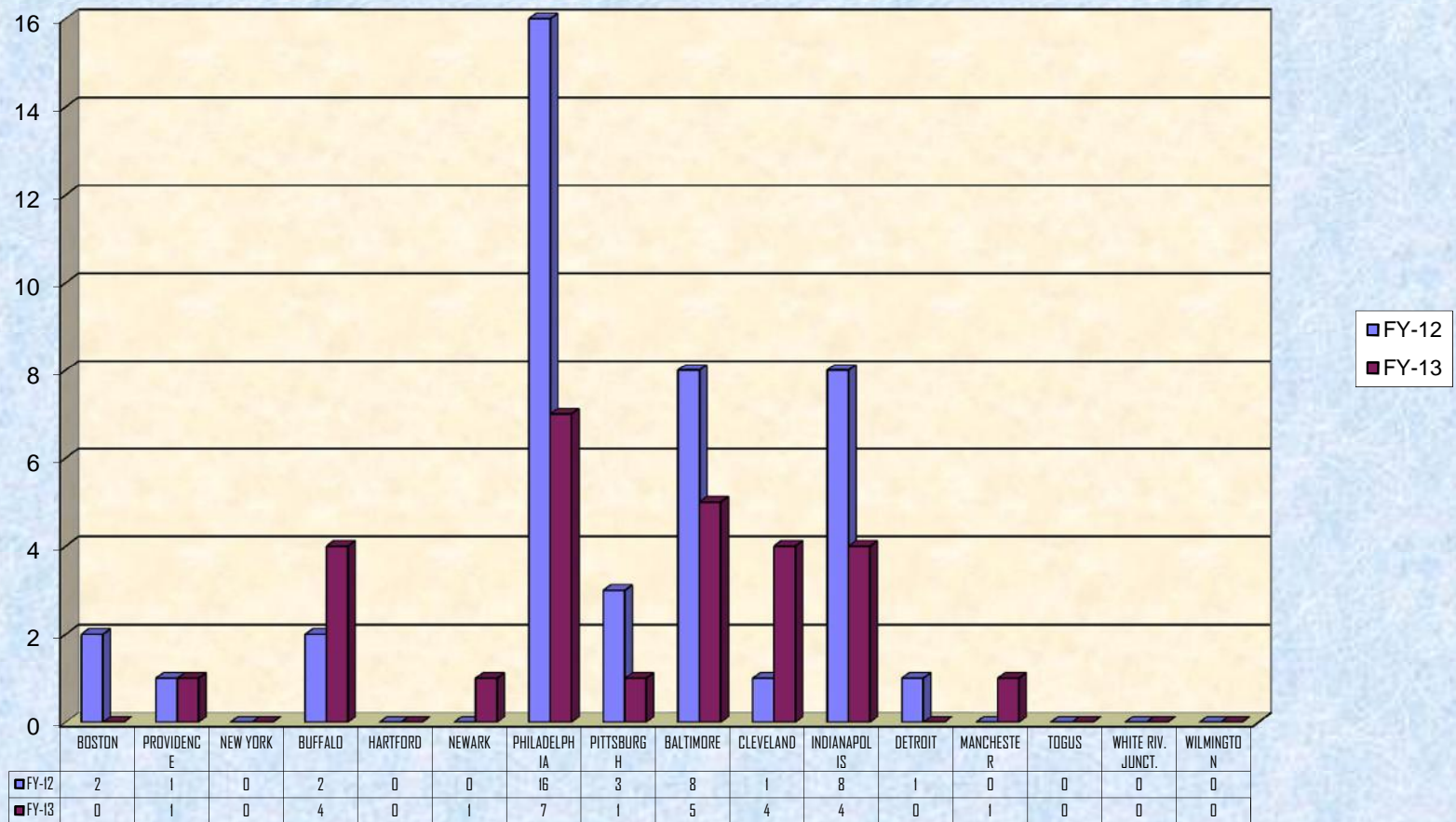
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration FY-12 & FY-13 Formal Per Capita (per 100 employees)



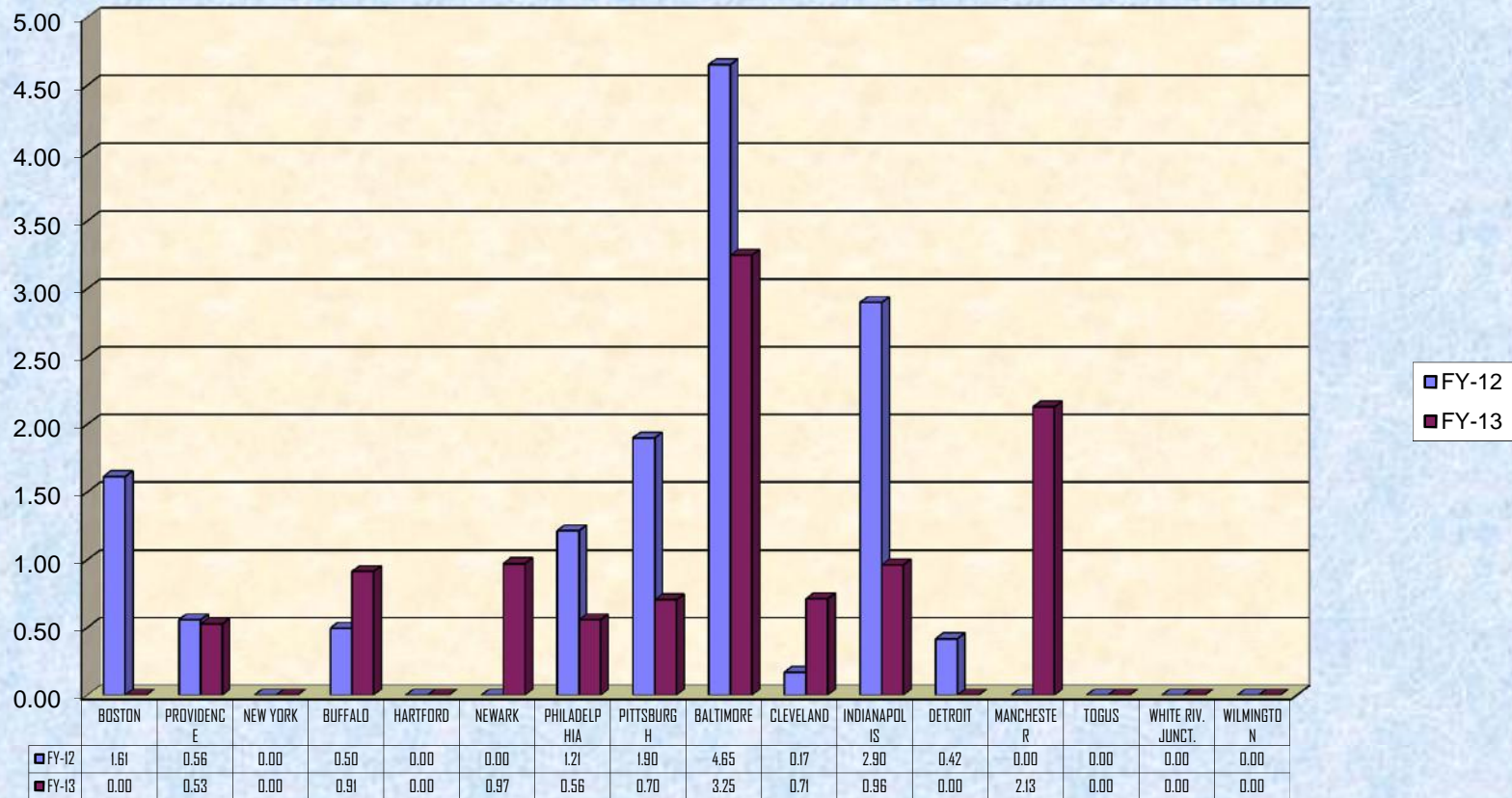
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration - Eastern Region (AREA 1) *FY-12 & FY-13 Informal Contacts*



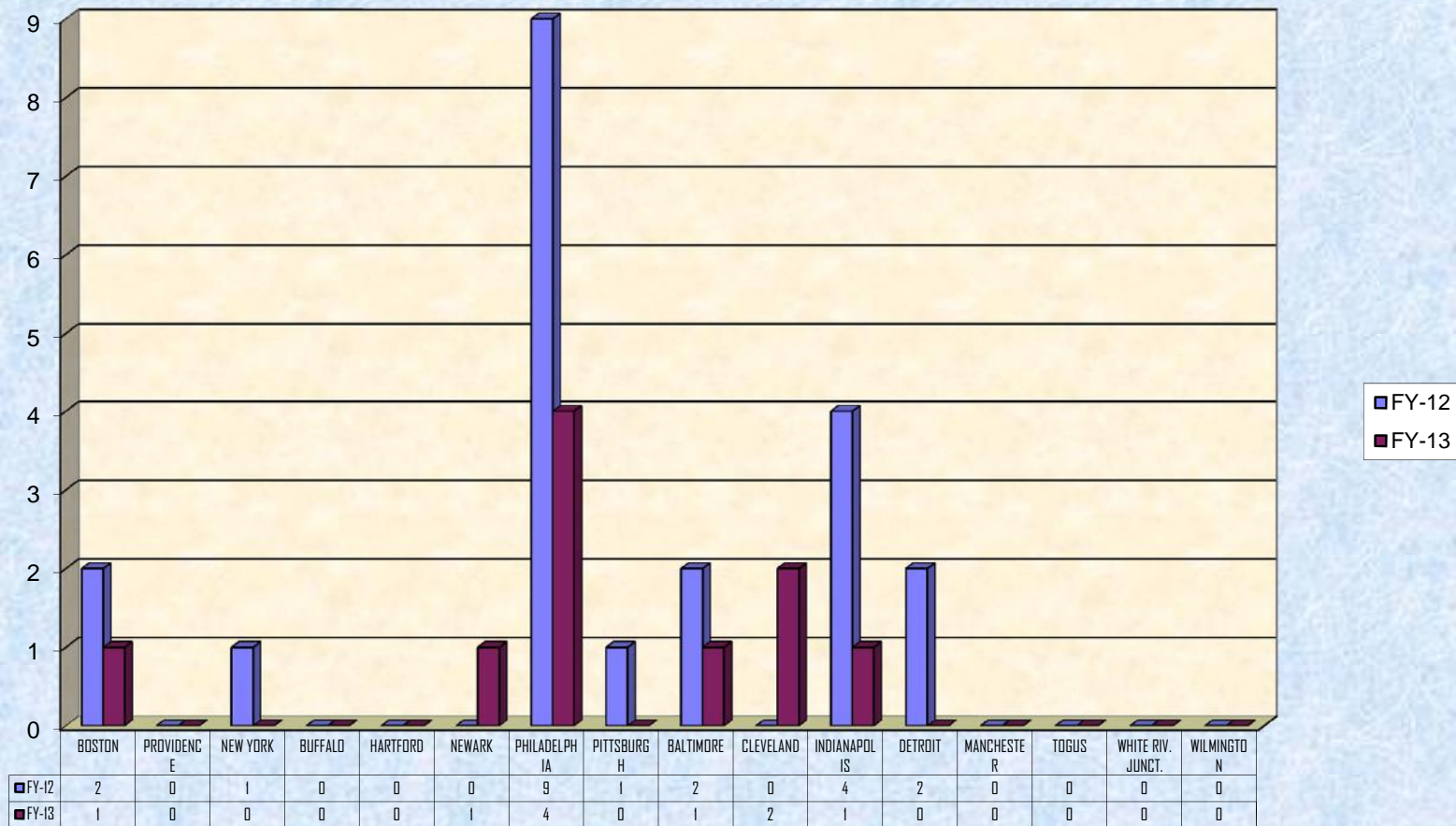
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration - Eastern Region (AREA 1) FY-12 & FY-13 Informal Per Capita (per 100 employees)



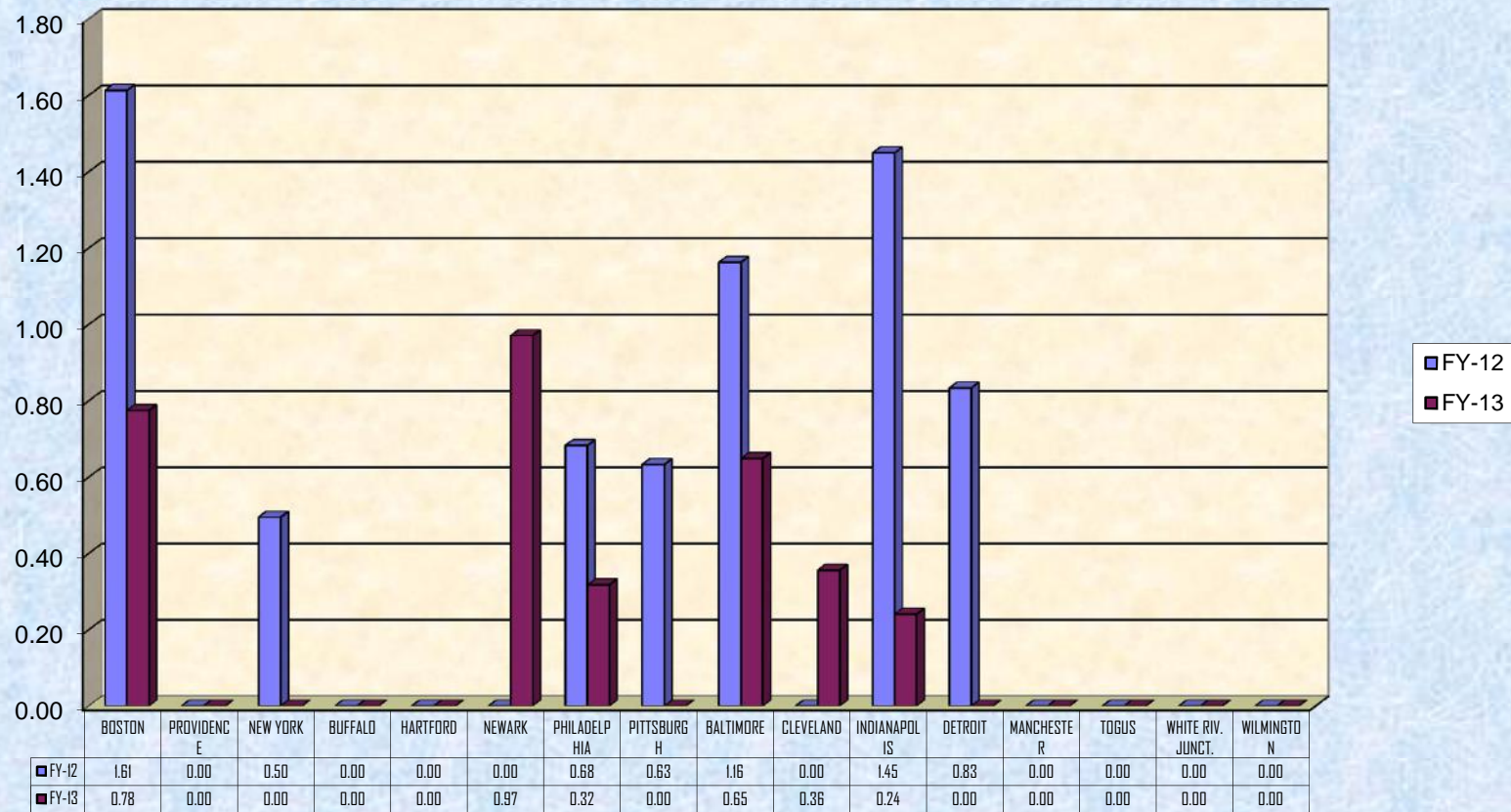
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration - Eastern Region (AREA 1) FY-12 & FY-13 Formal Complaints Filed



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

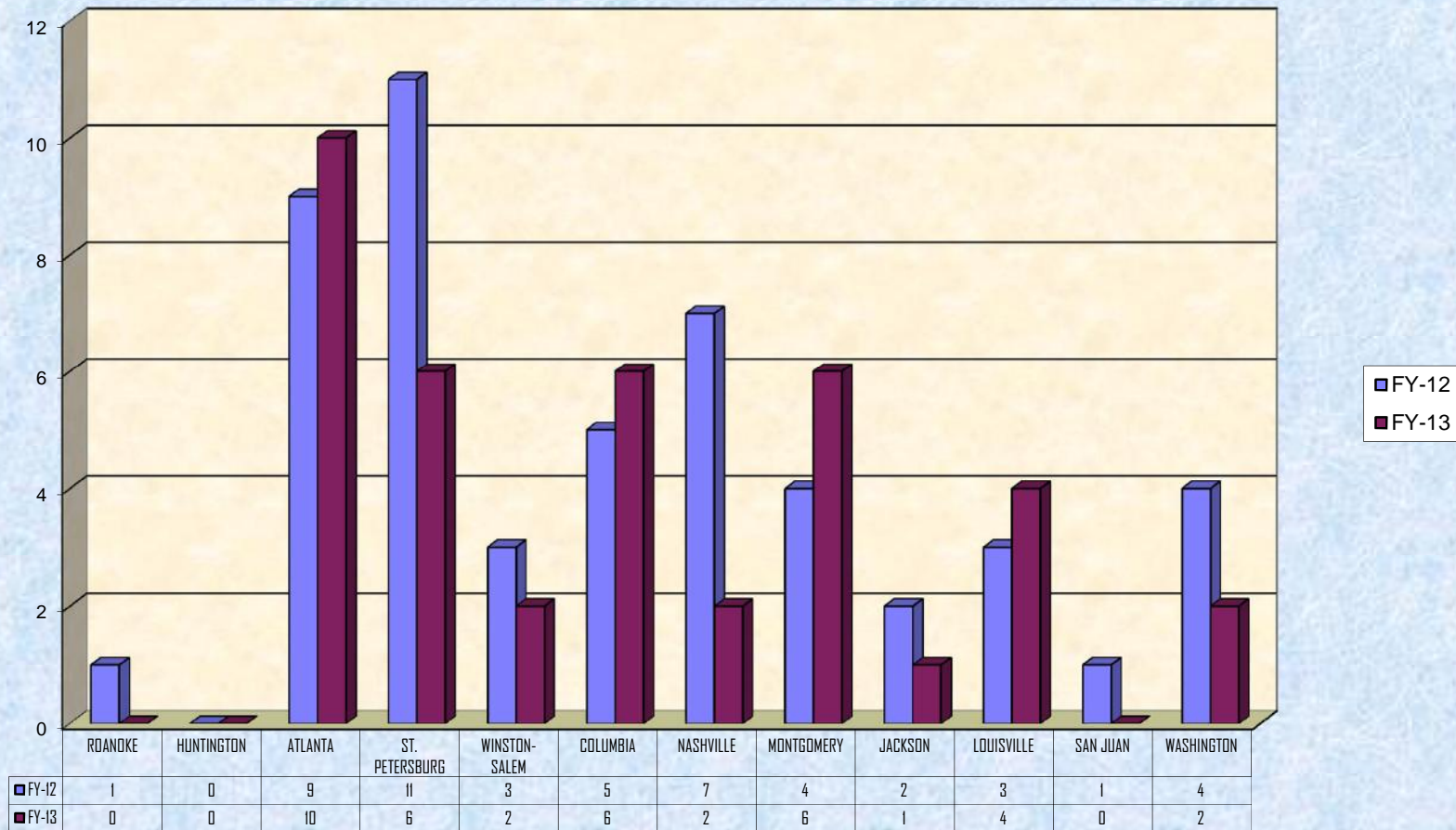
Veterans Benefits Administration - Eastern Region (AREA 1) FY-12 & FY-13 Formal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration - Southern Region (AREA 2)

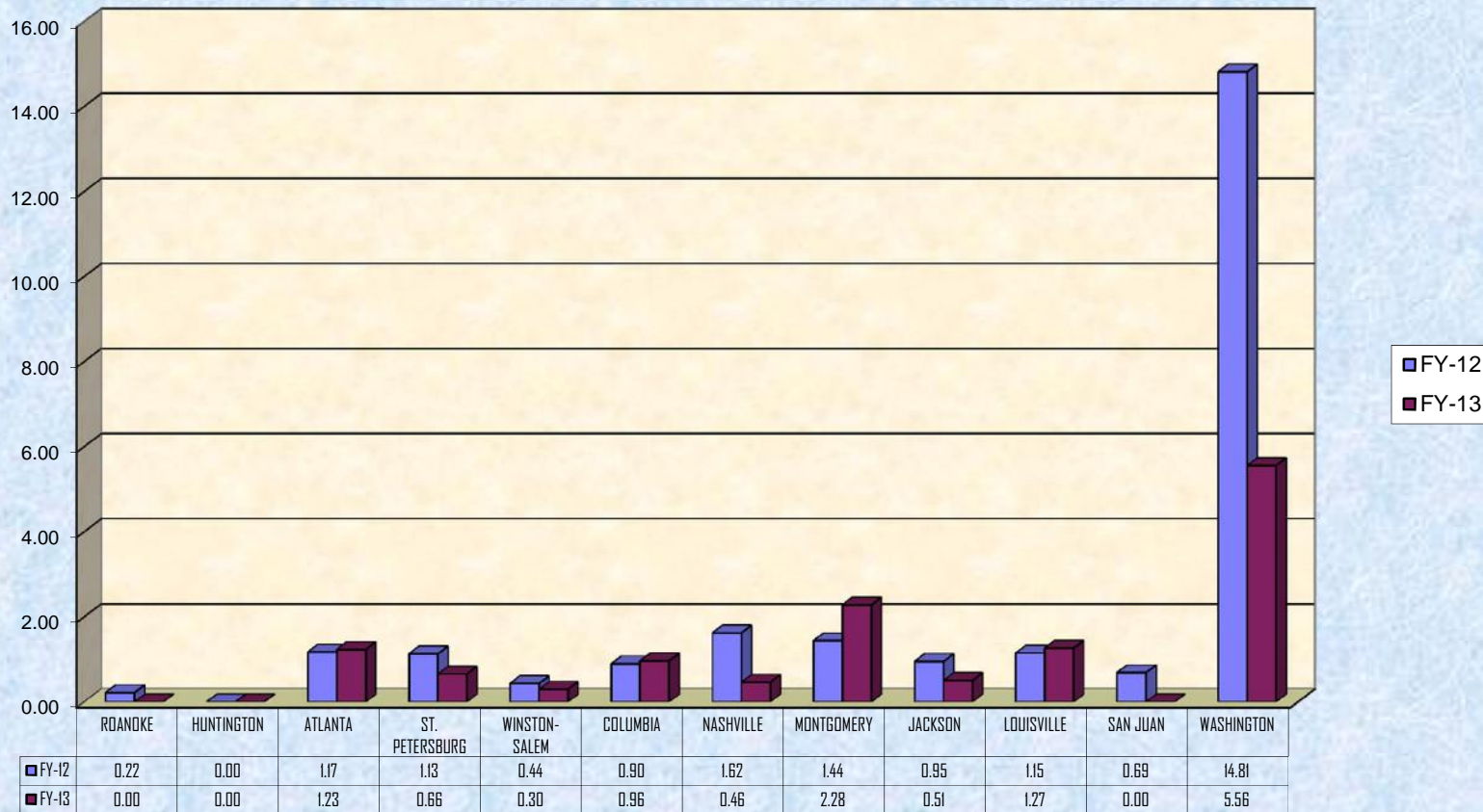
FY-12 & FY-13 Informal Contacts



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

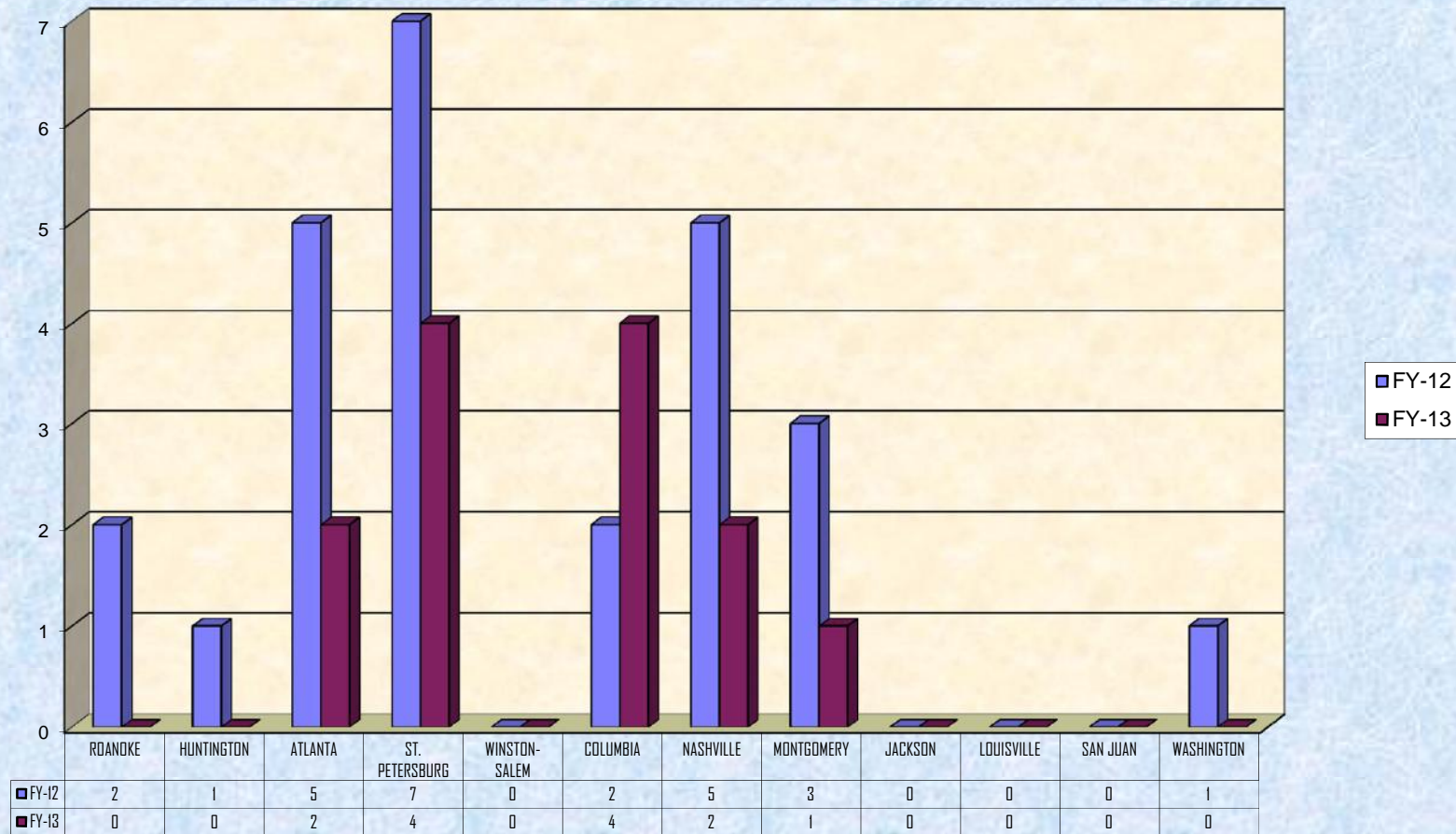
Veterans Benefits Administration - Southern Region (AREA 2)

FY-12 & FY-13 Informal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

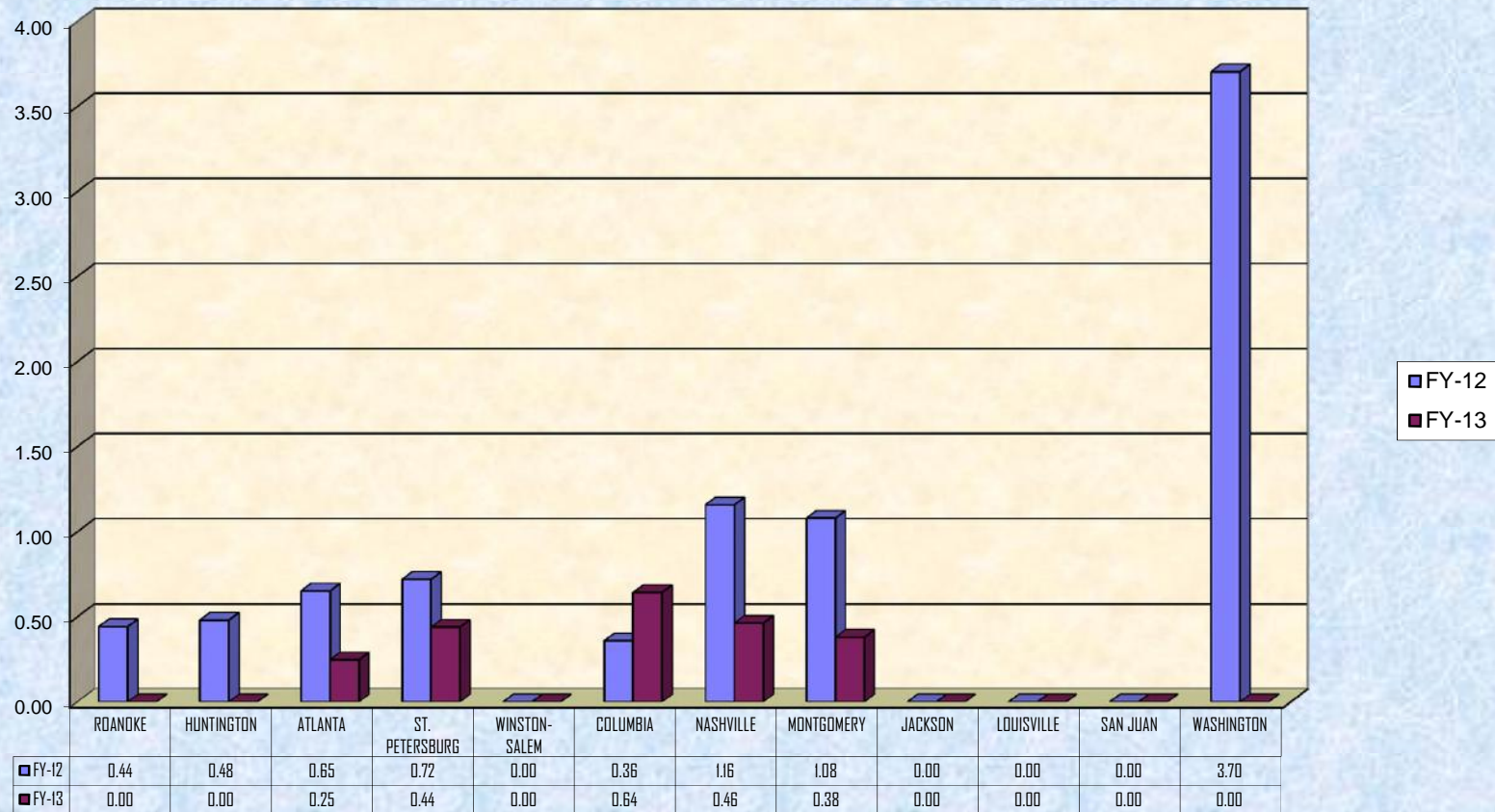
Veterans Benefits Administration - Southern Region (AREA 2) *FY-12 & FY-13 Formal Complaints Filed*



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

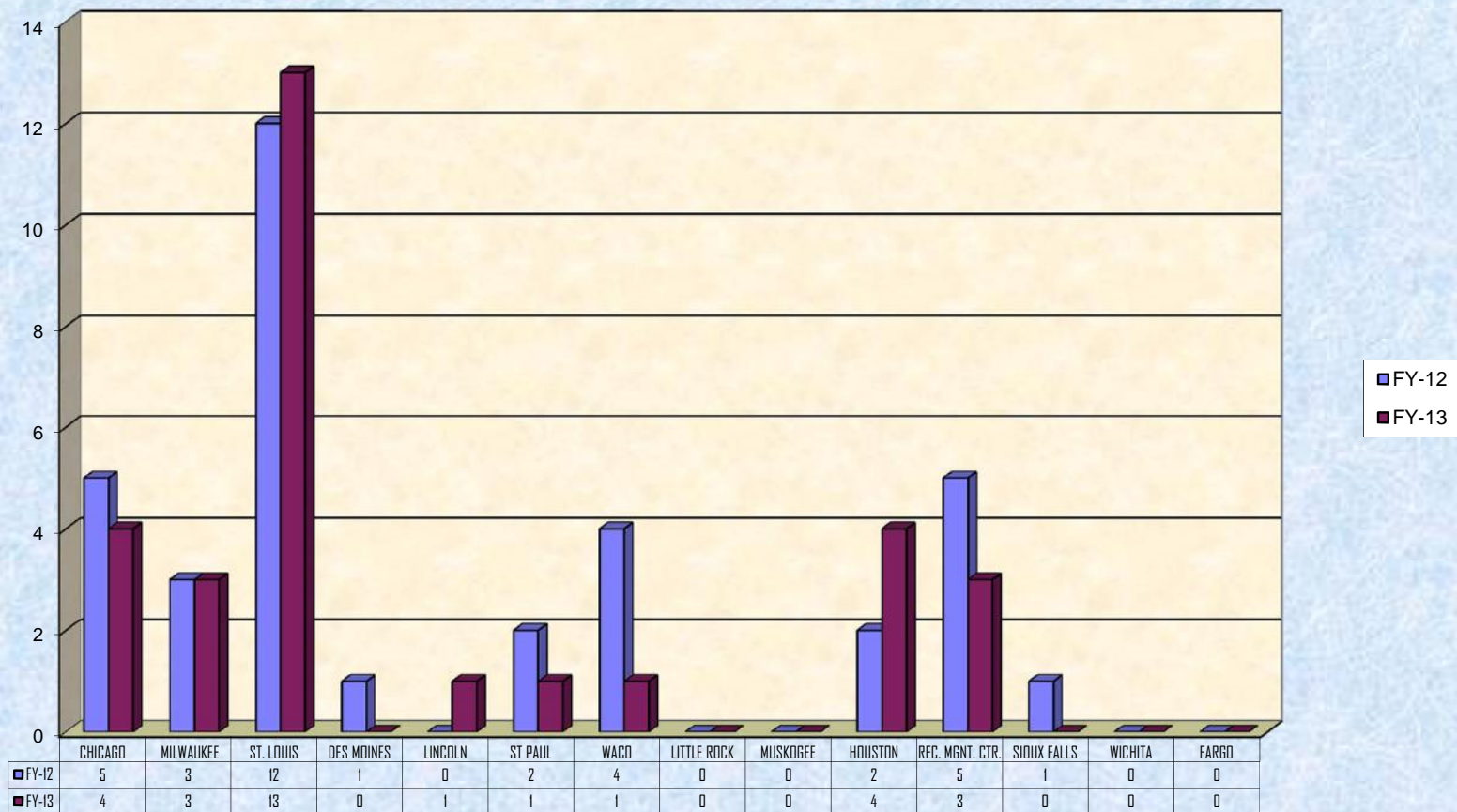
Veterans Benefits Administration - Southern Region (AREA 2)

FY-12 & FY-13 Formal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

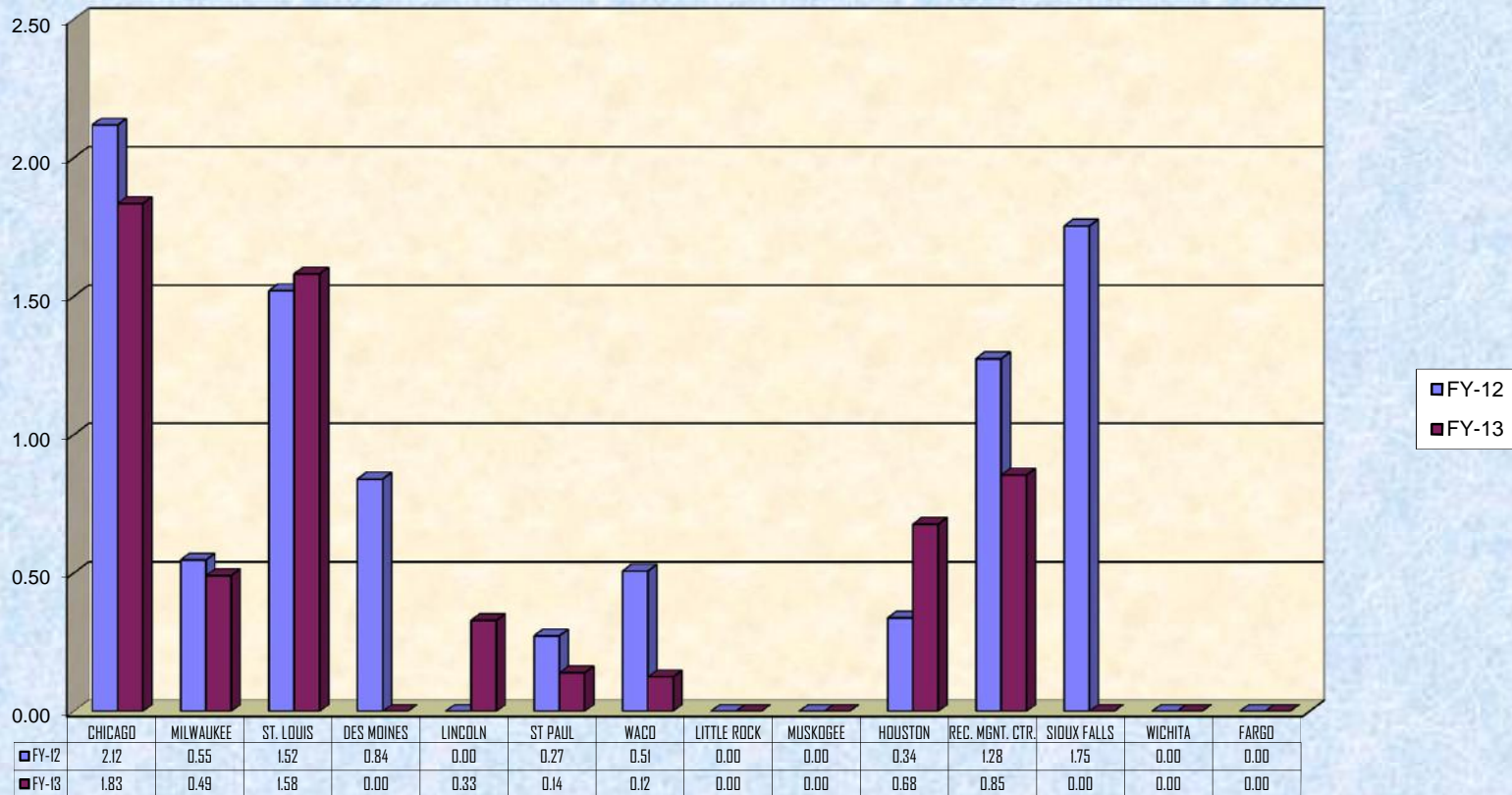
Veterans Benefits Administration - Central Region (AREA 3) *FY-12 & FY-13 Informal Contacts*



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

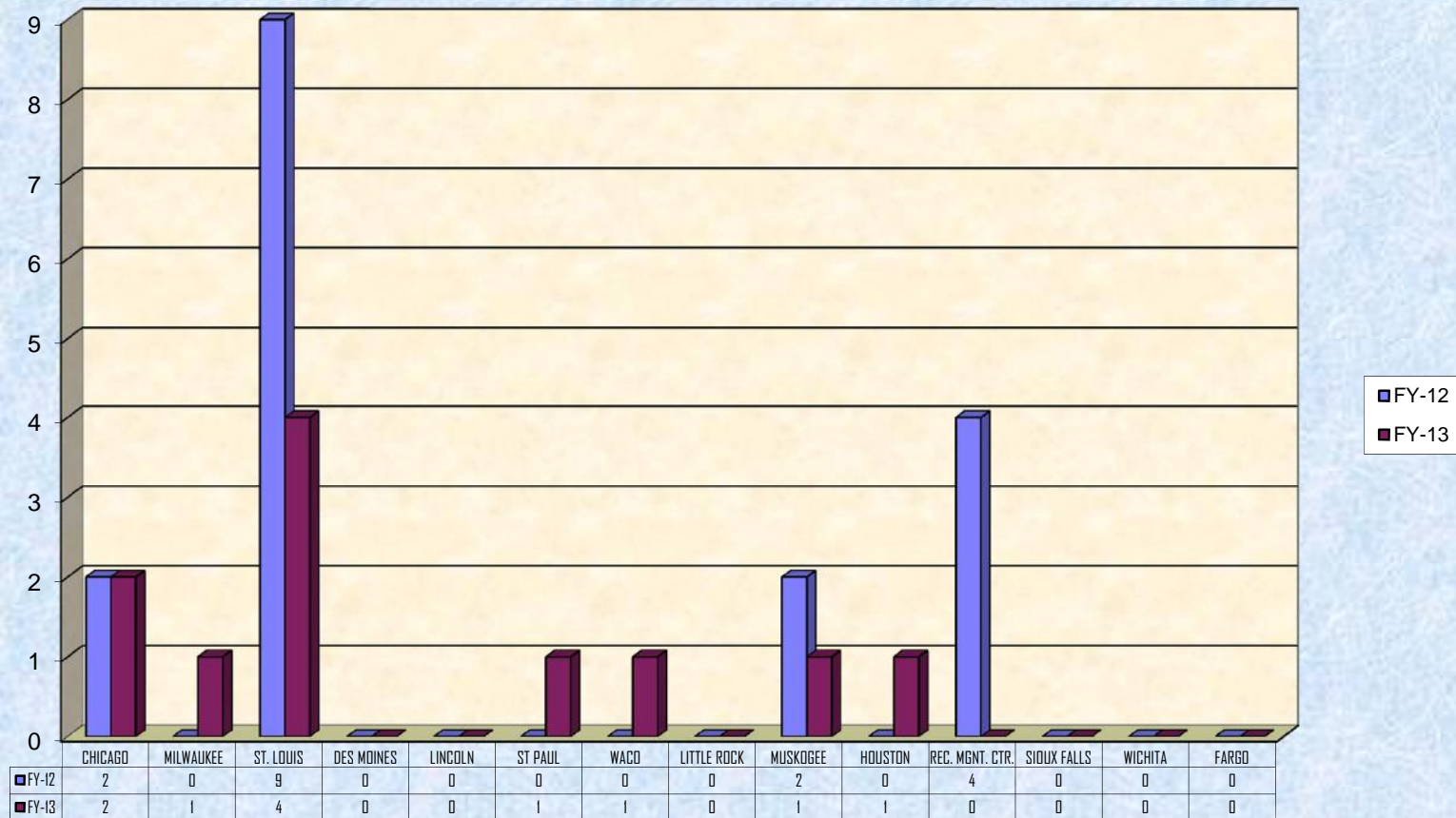
Veterans Benefits Administrations - Central Region (AREA 3)

FY-12 & FY-13 Informal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

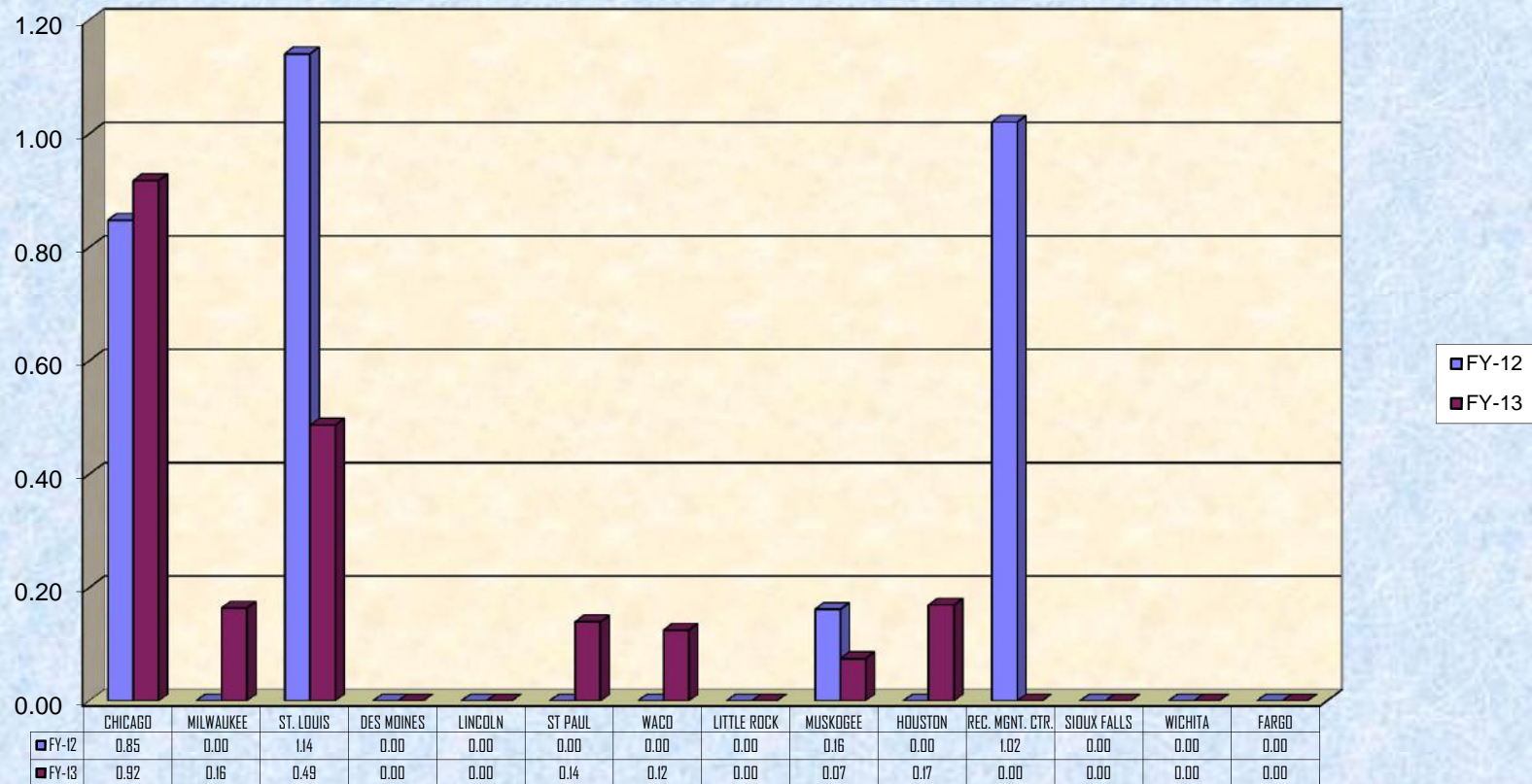
Veterans Benefits Administration - Central Region (AREA 3) *FY-12 & FY-13 Formal Complaints Filed*



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

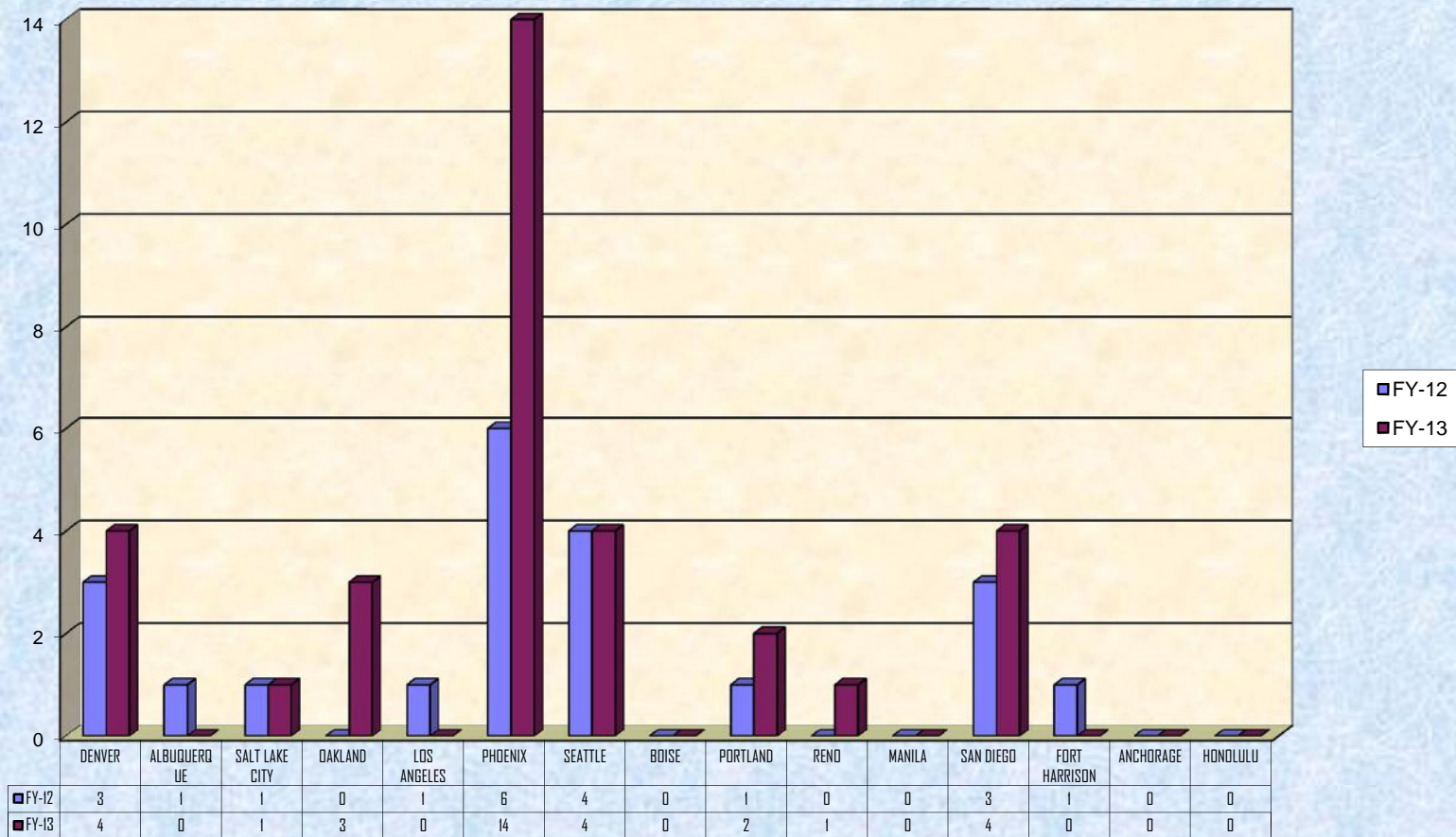
Veterans Benefits Administration - Central Region (AREA 3)

FY-12 & FY-13 Formal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

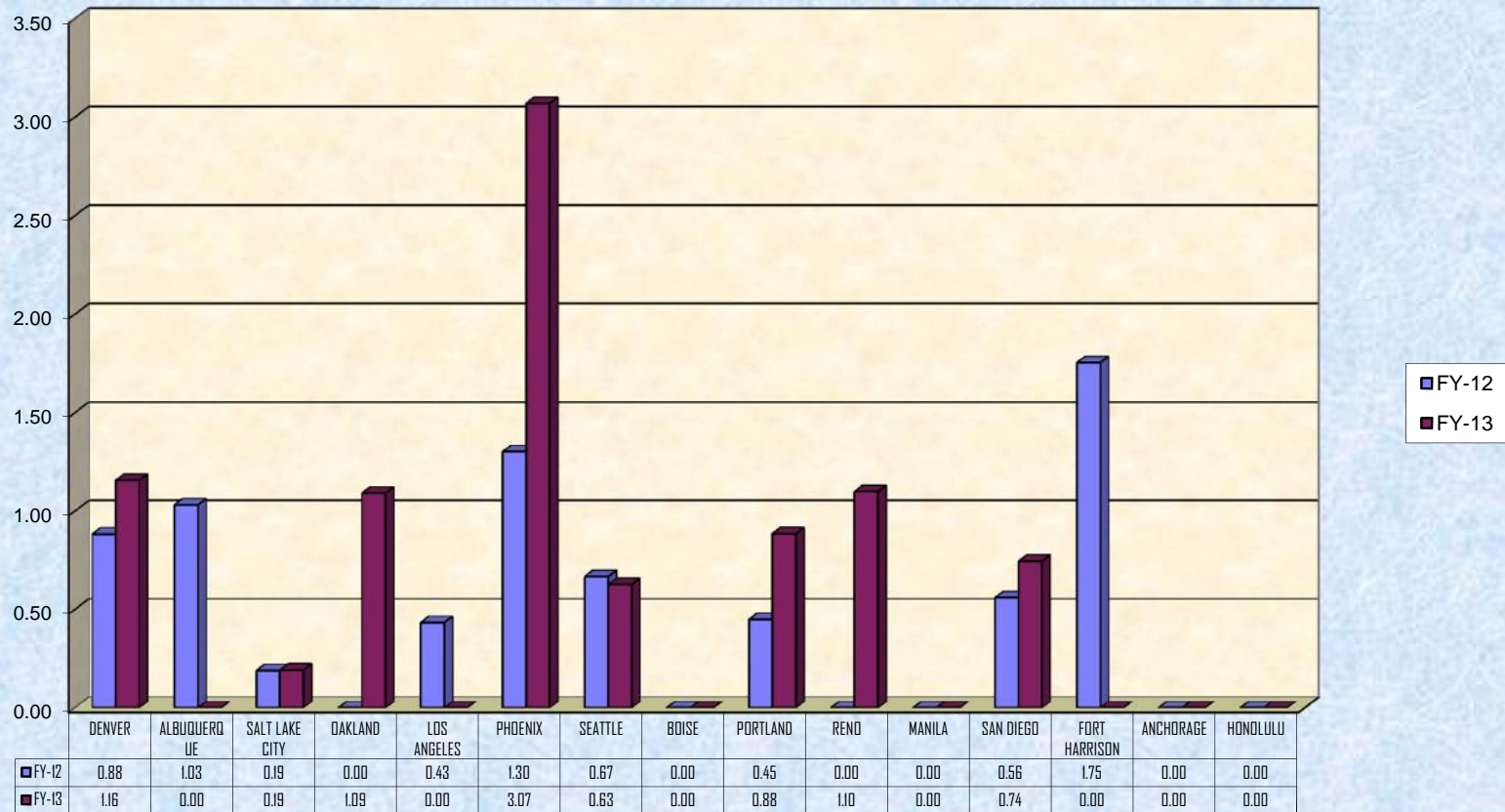
Veterans Benefits Administration - Western Region (AREA 4) FY-12 & FY-13 Informal Contacts



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

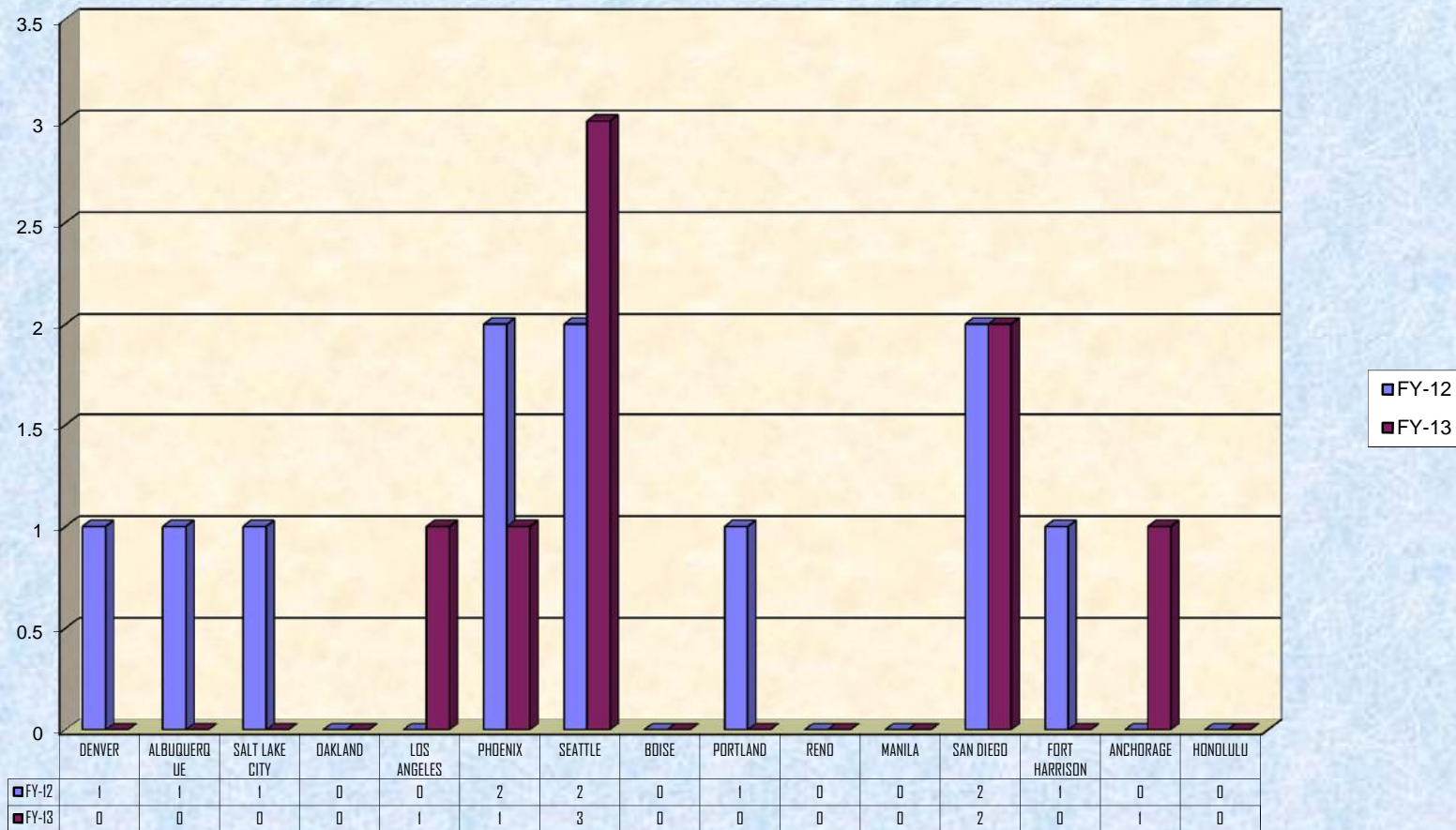
Veterans Benefits Administration - Western Region (AREA 4)

FY-12 & FY-13 Informal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

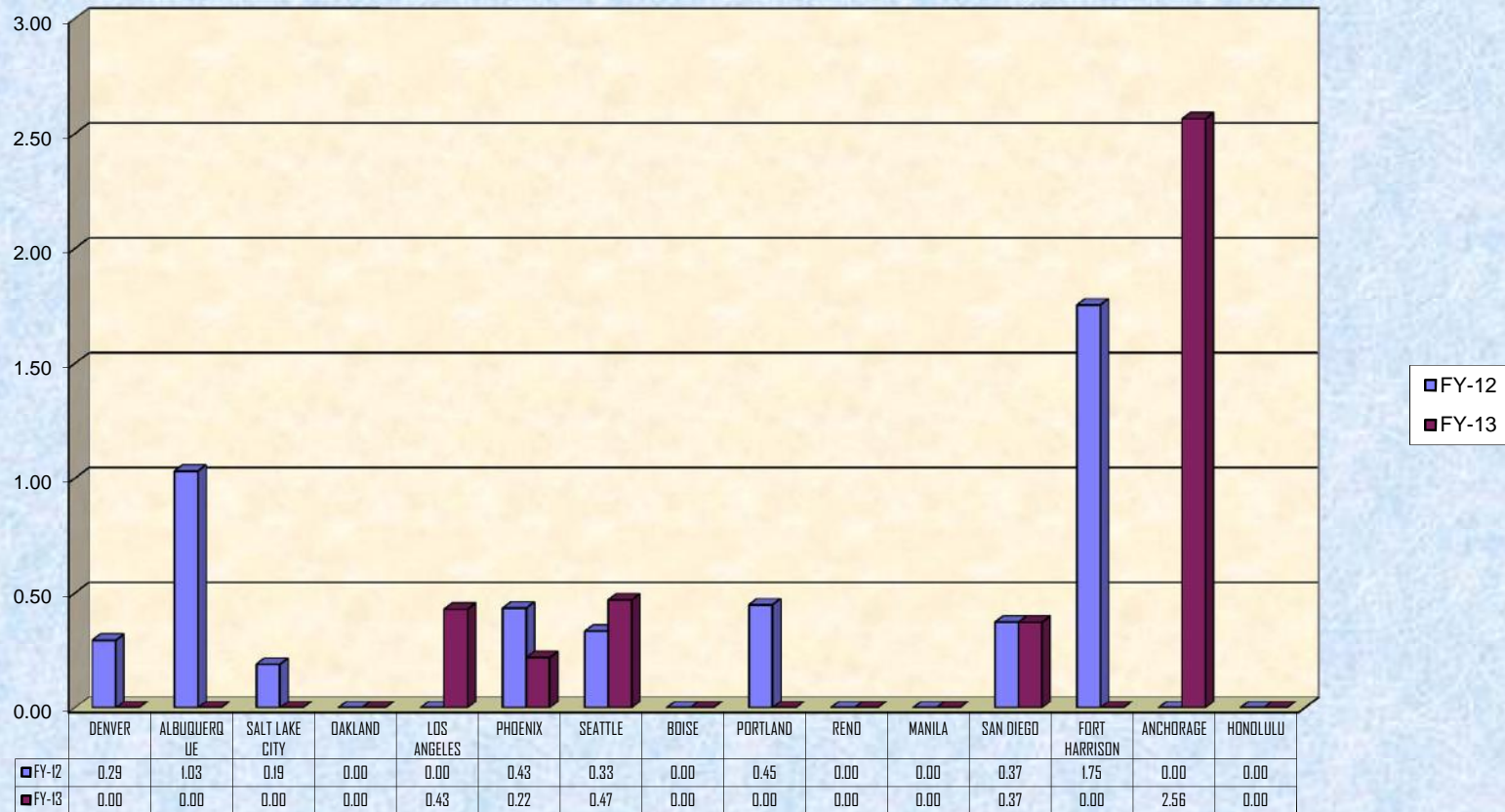
Veterans Benefits Administration - Western Region (AREA 4) *FY-12 & FY-13 Formal Complaints Filed*



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

Veterans Benefits Administration - Western Region (AREA 4)

FY-12 & FY-13 Formal Per Capita (per 100 employees)

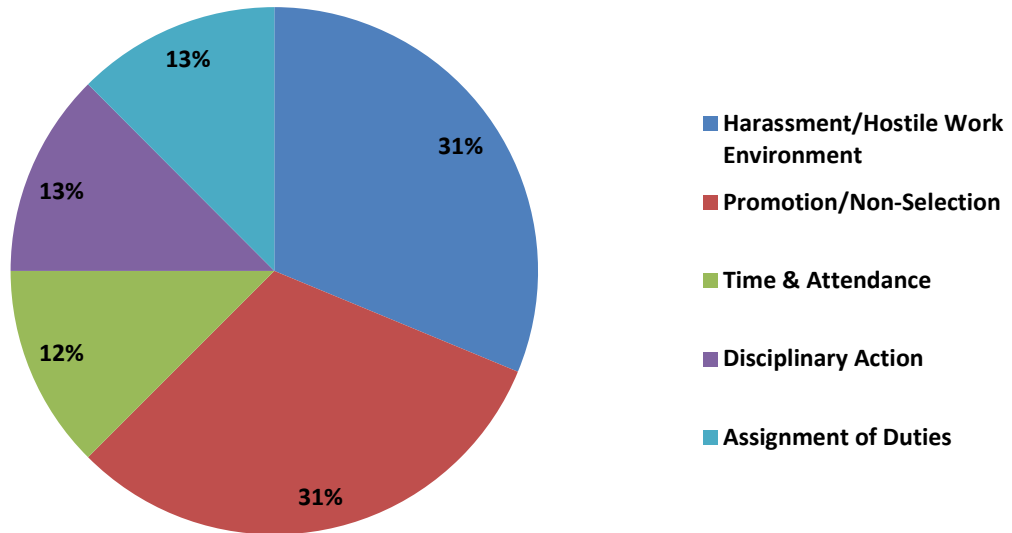


Section 4

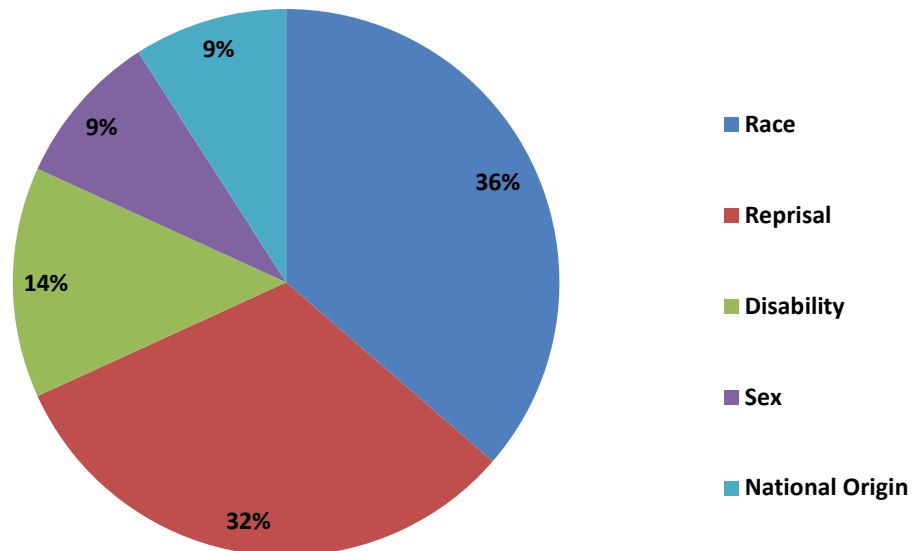
National Cemetery Administration

(Data by Memorial Service Networks (MSN))

**NCA - Top 5 Claims
FY 2013 Mid-Year**

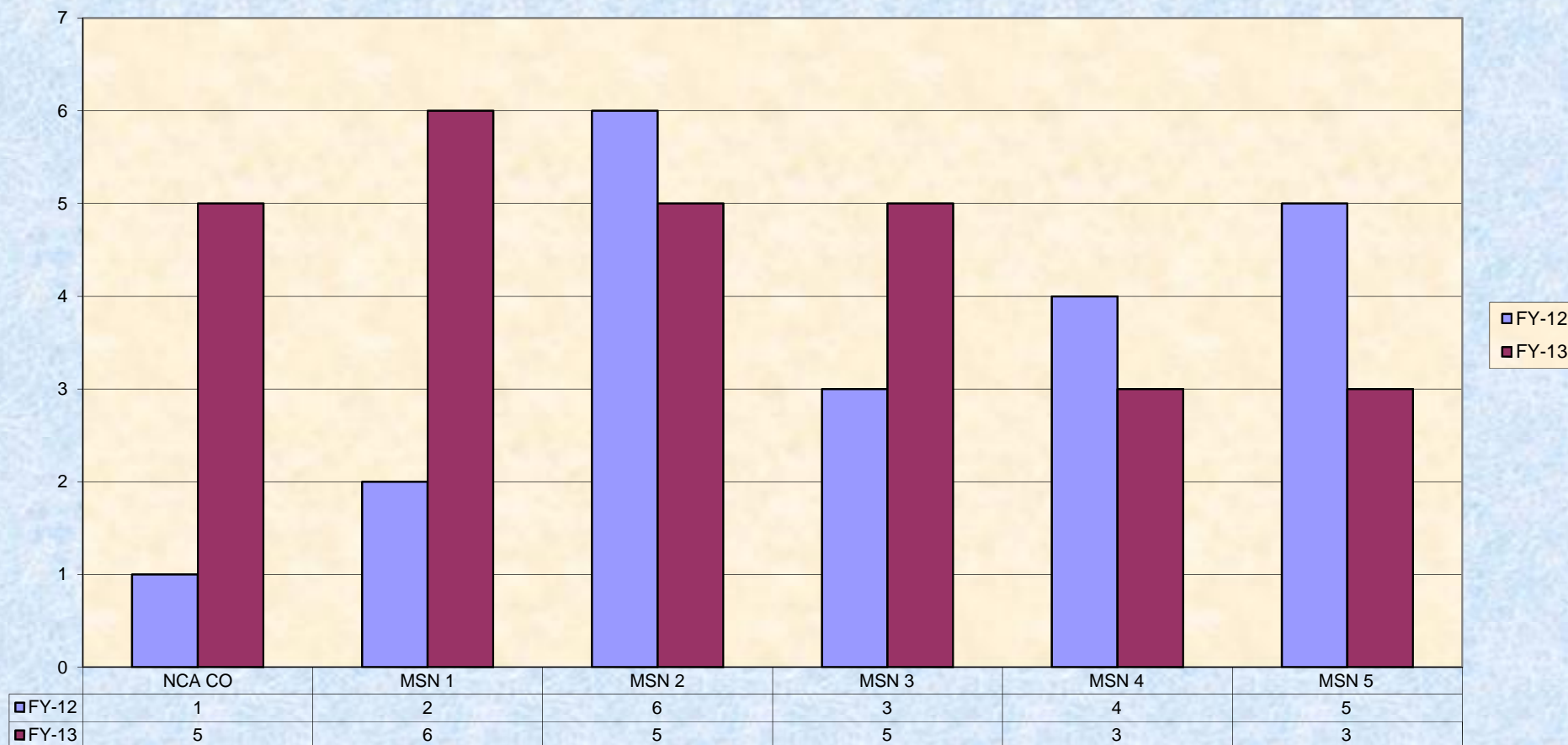


**NCA - Top 5 Basis
FY 2013 Mid-Year**



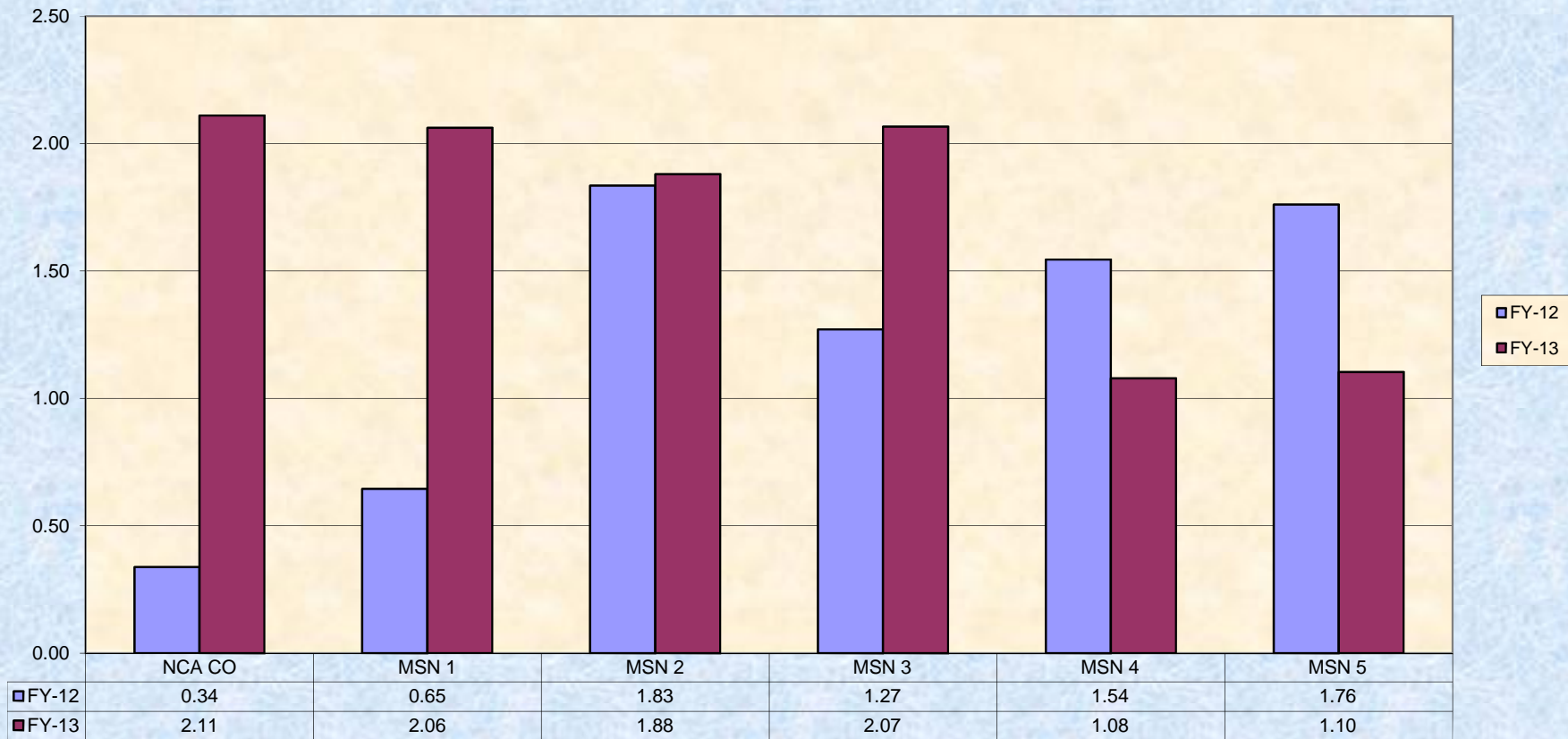
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration FY-12 & FY-13 Informal Contacts



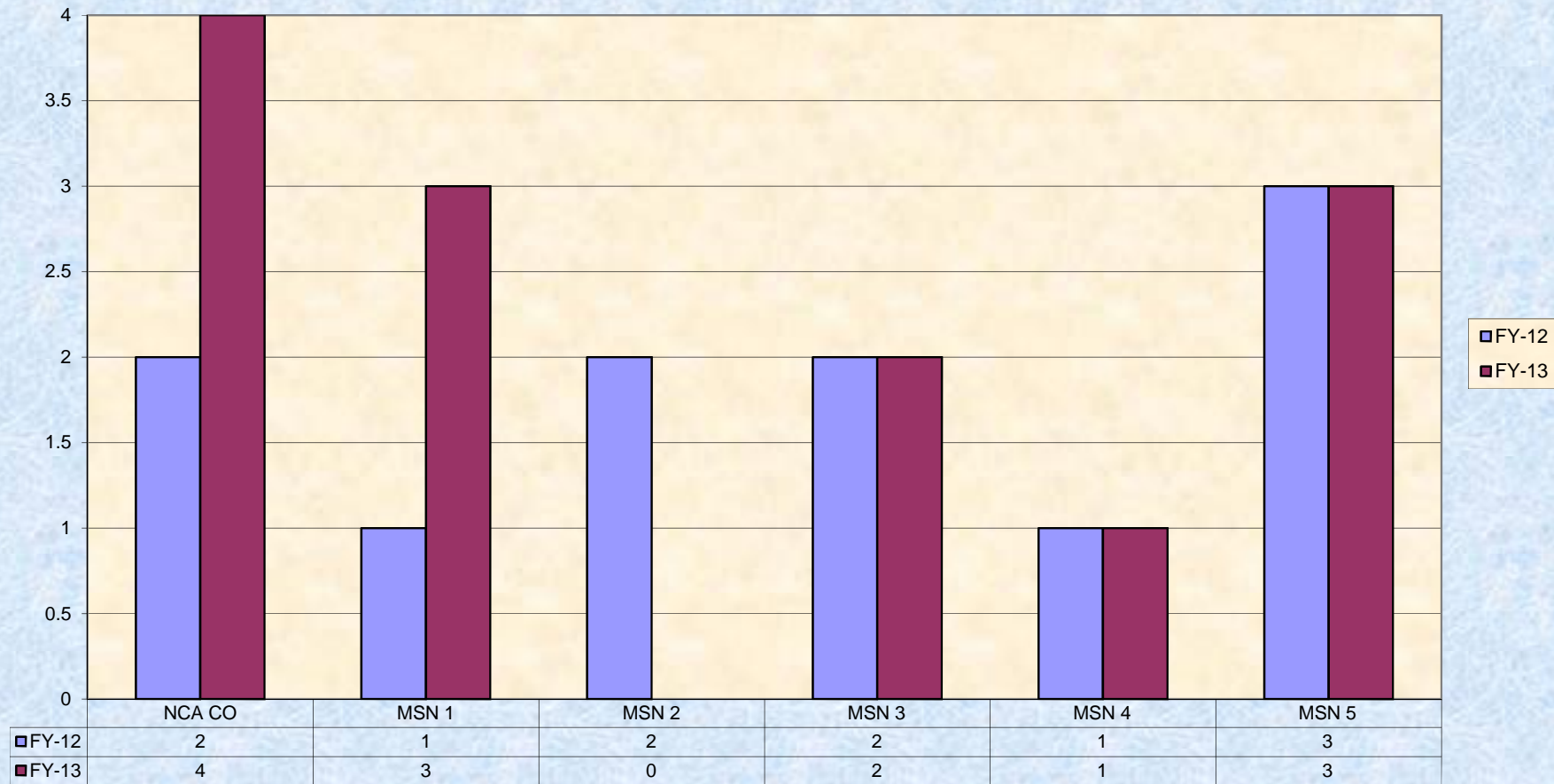
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration FY-12 & FY-13 Informal Per Capita (per 100 employees)



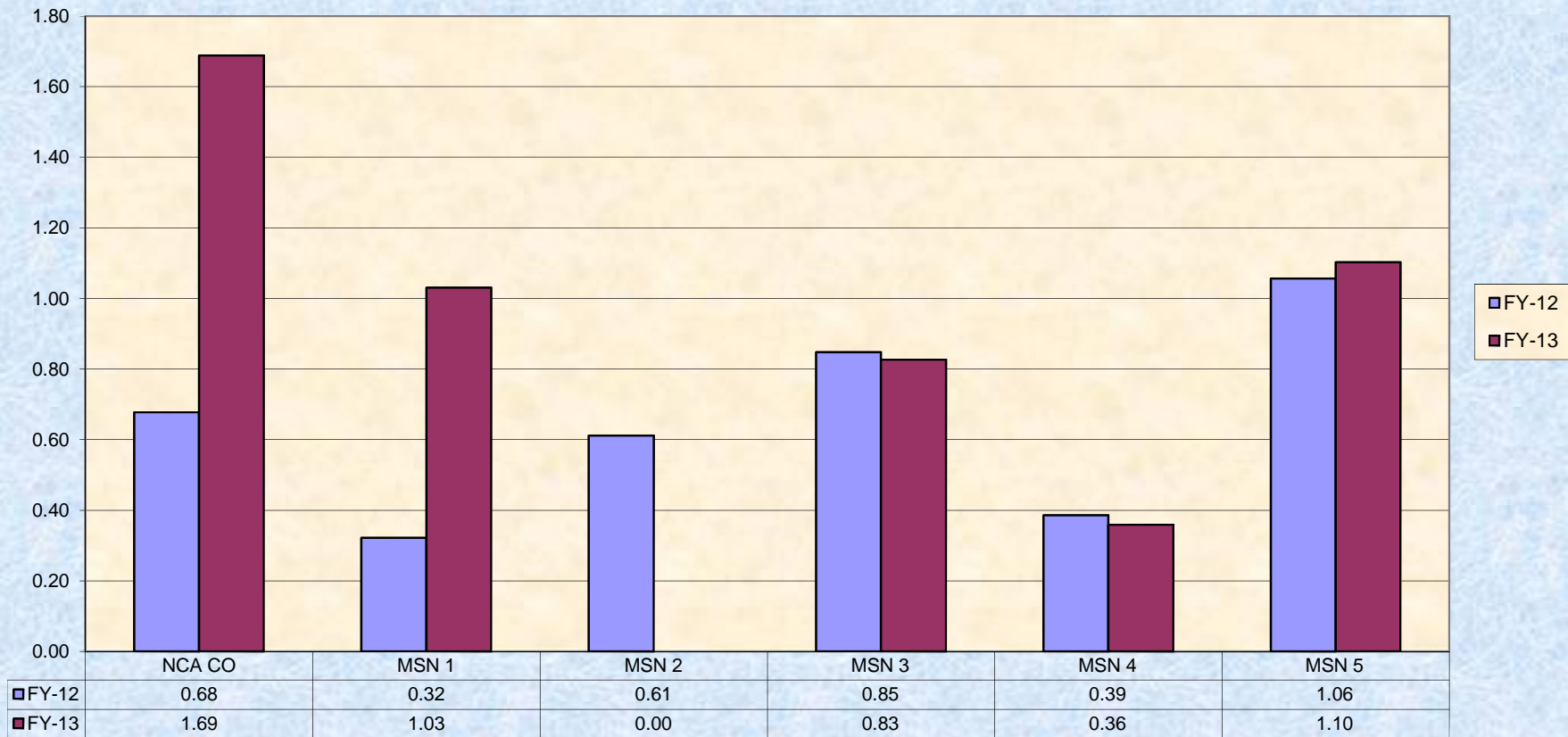
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration FY-12 & FY-13 Formal Complaints Filed



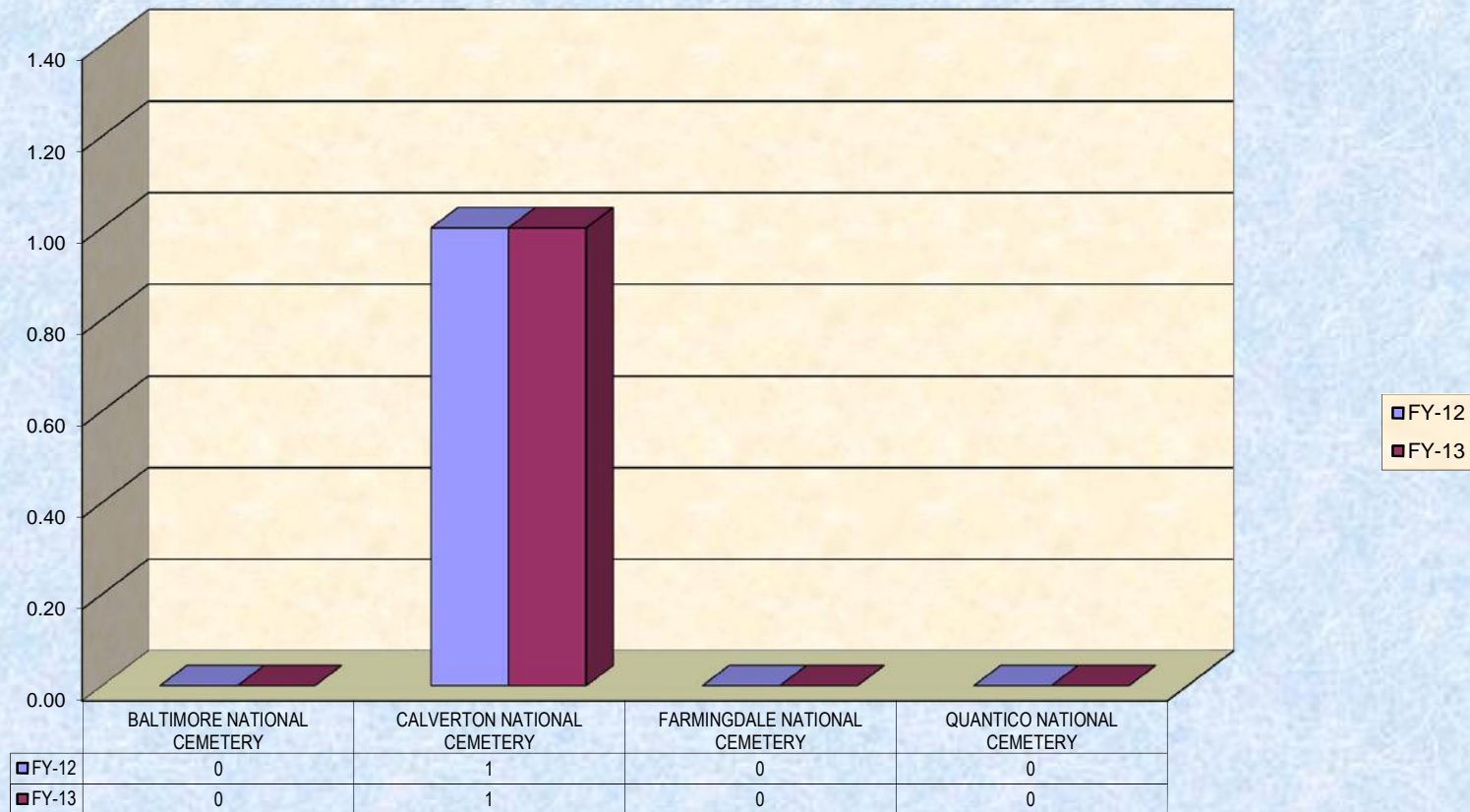
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration FY-12 & FY-13 Formal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 1 FY-12 & FY-13 Informal Contacts

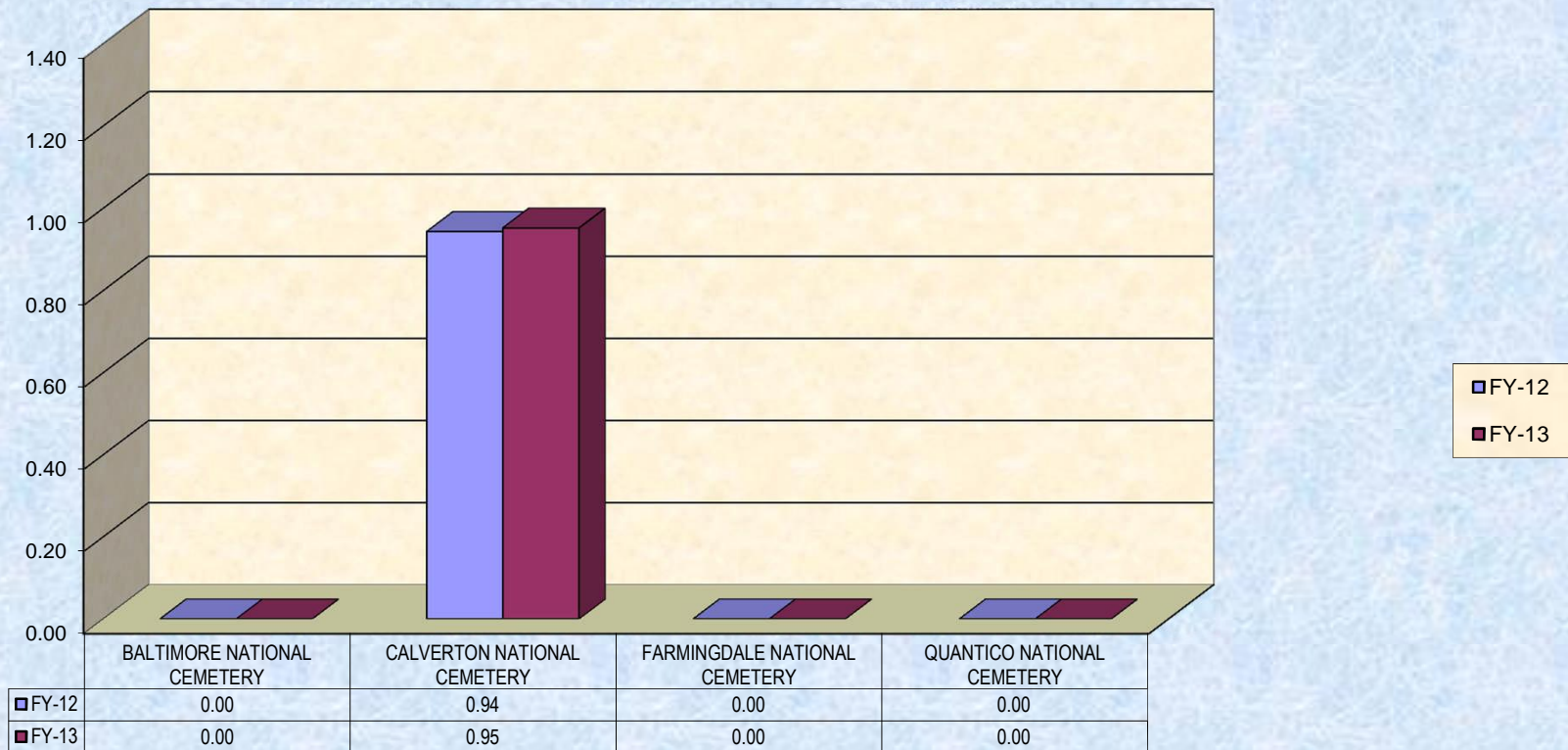


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 1

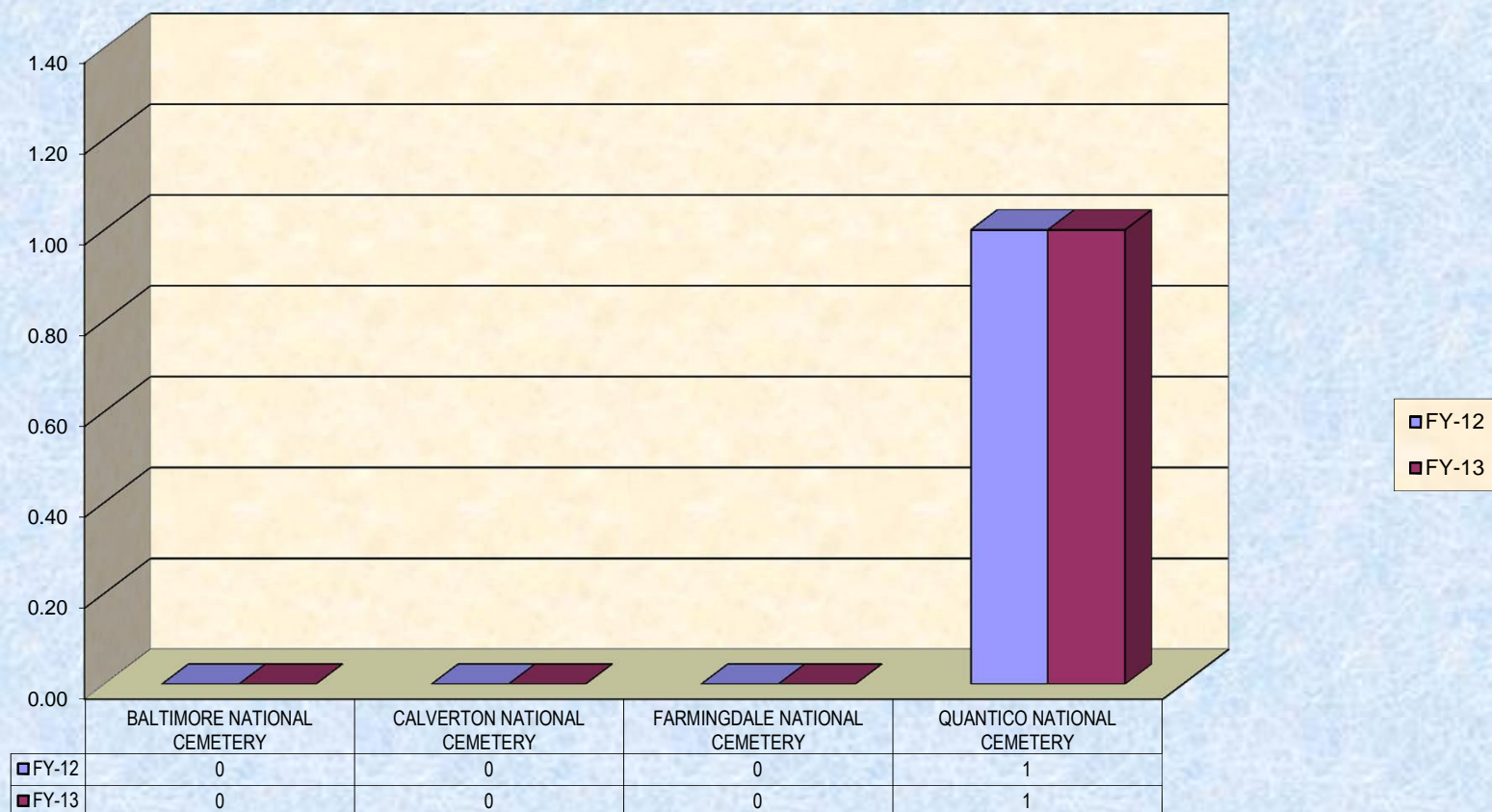
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

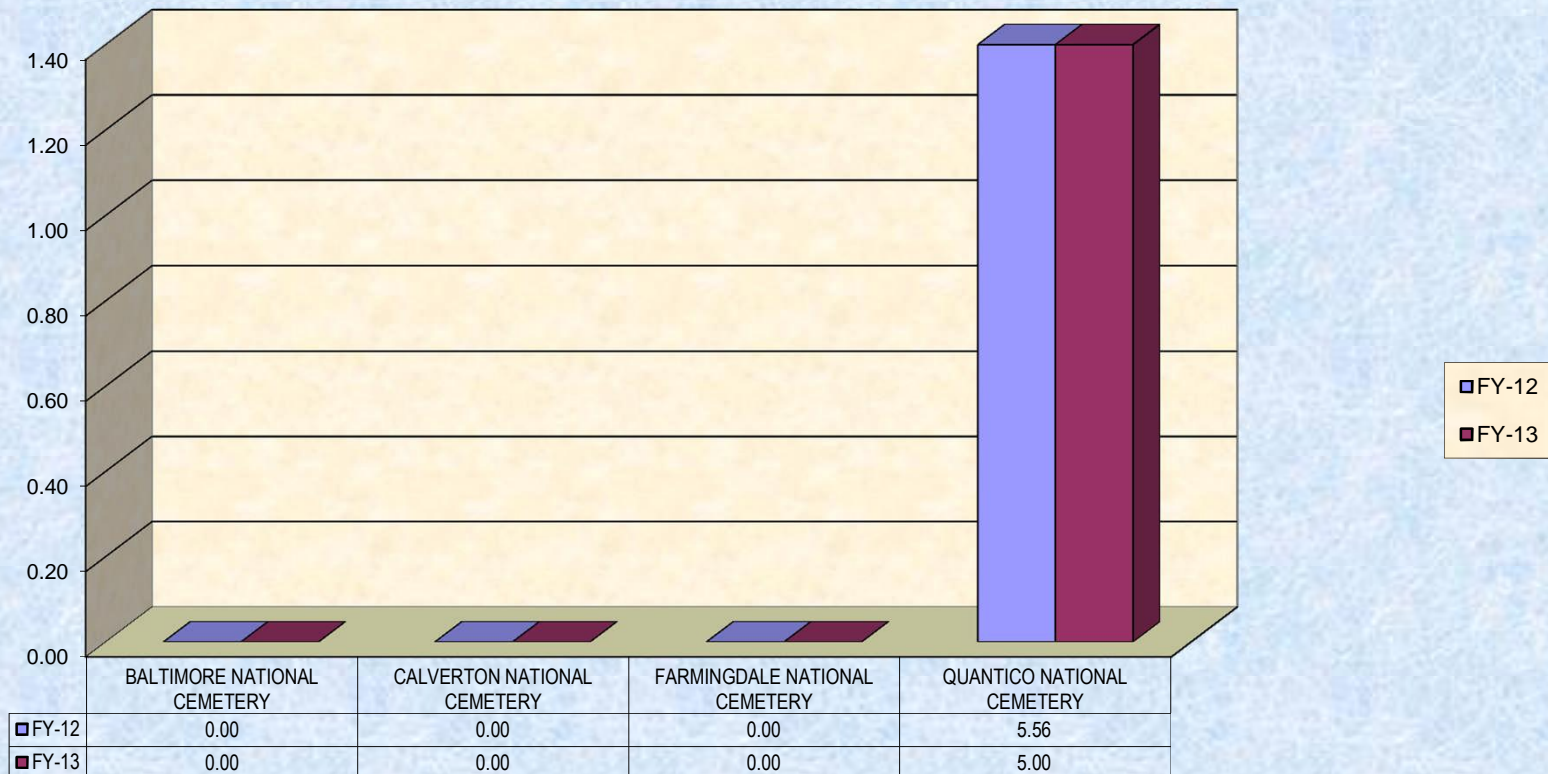
National Cemetery Administration - MSN 1 FY-12 & FY-13 Formal Complaints Filed



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

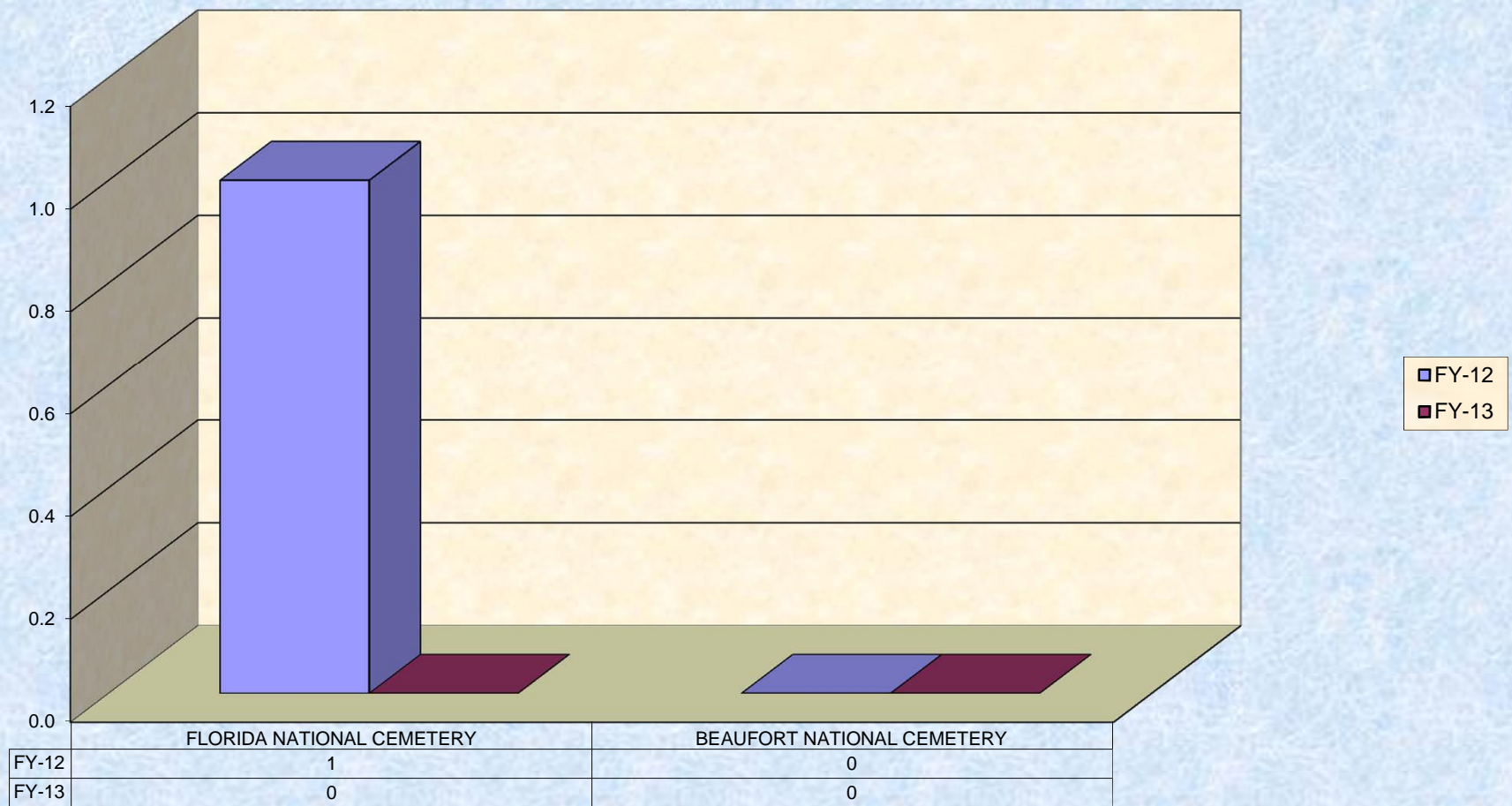
National Cemetery Administration - MSN 1

FY-12 & FY-13 Formal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 2 FY-12 & FY-13 Informal Contacts

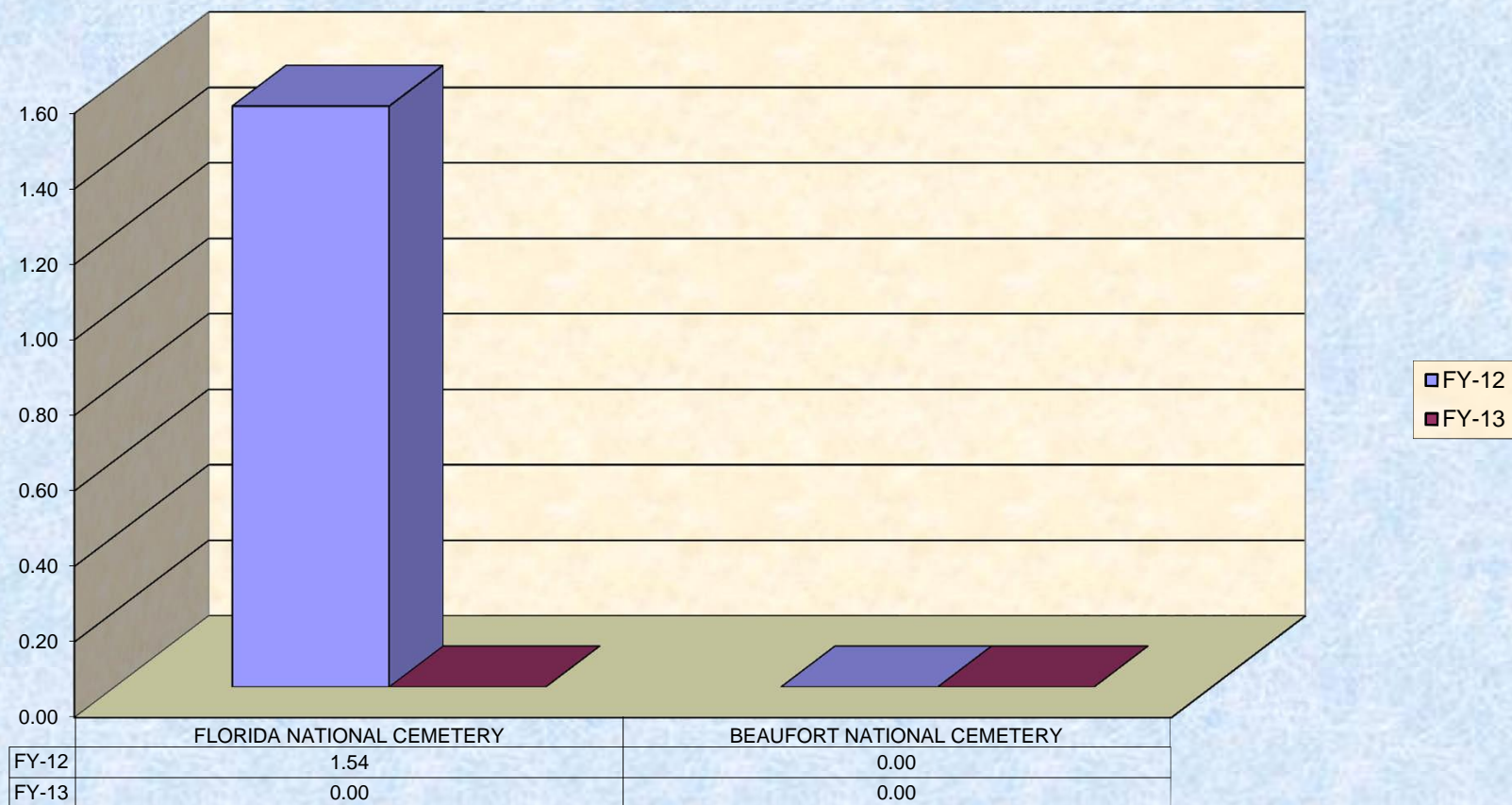


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 2

FY-12 & FY-13 Informal Per Capita

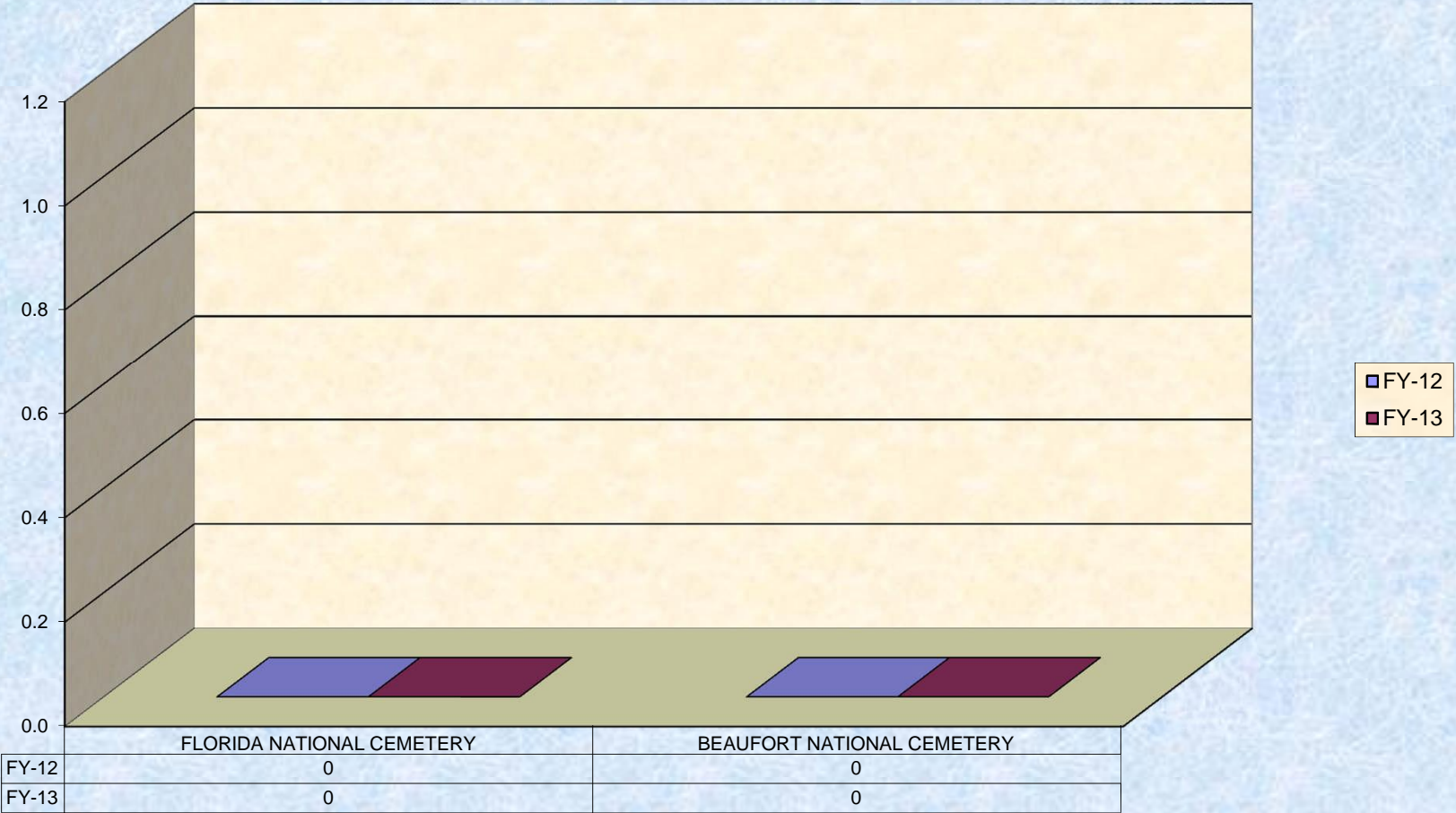
(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 2

FY-12 & FY-13 Formal Complaints Filed

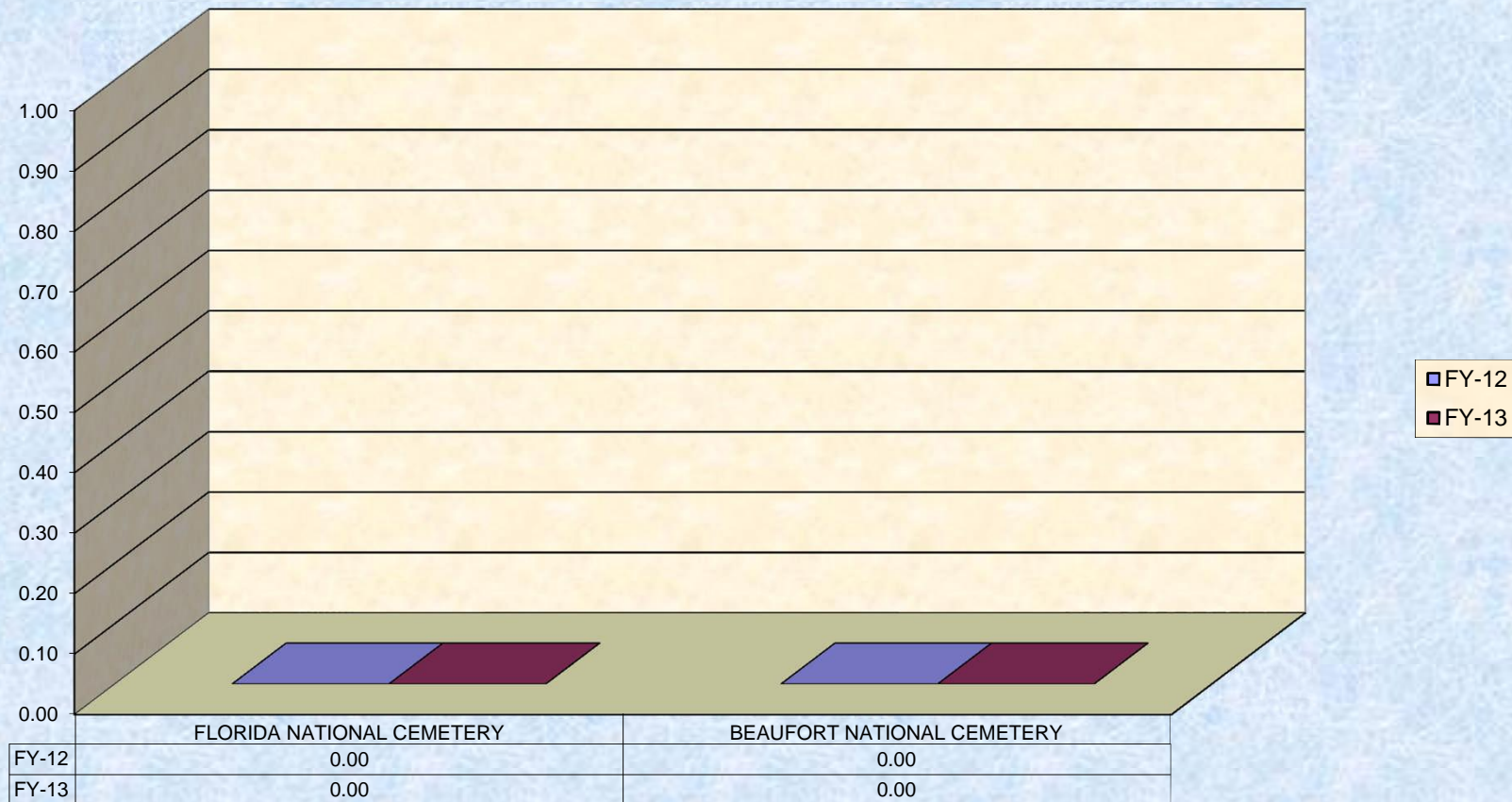


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 2

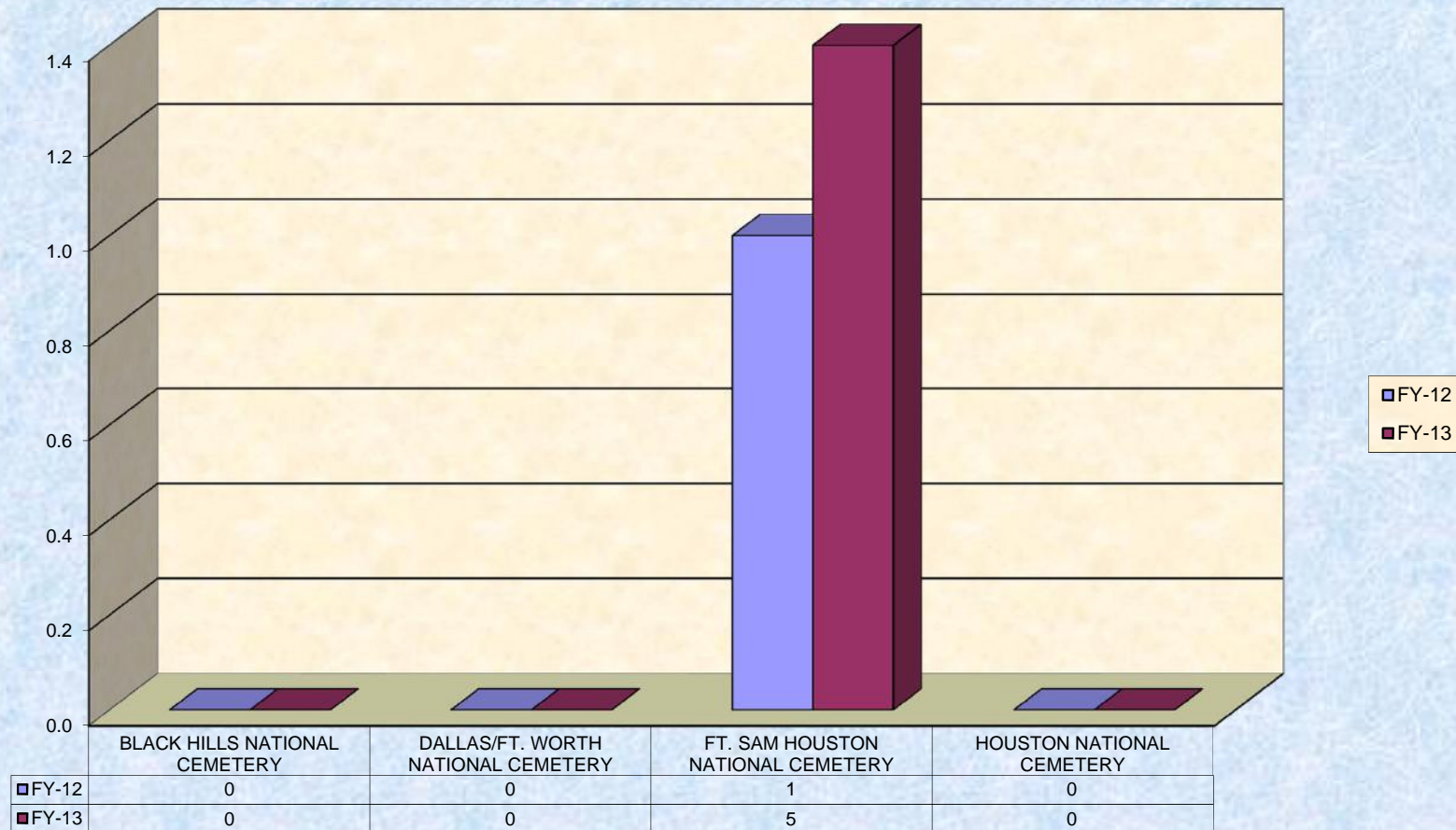
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

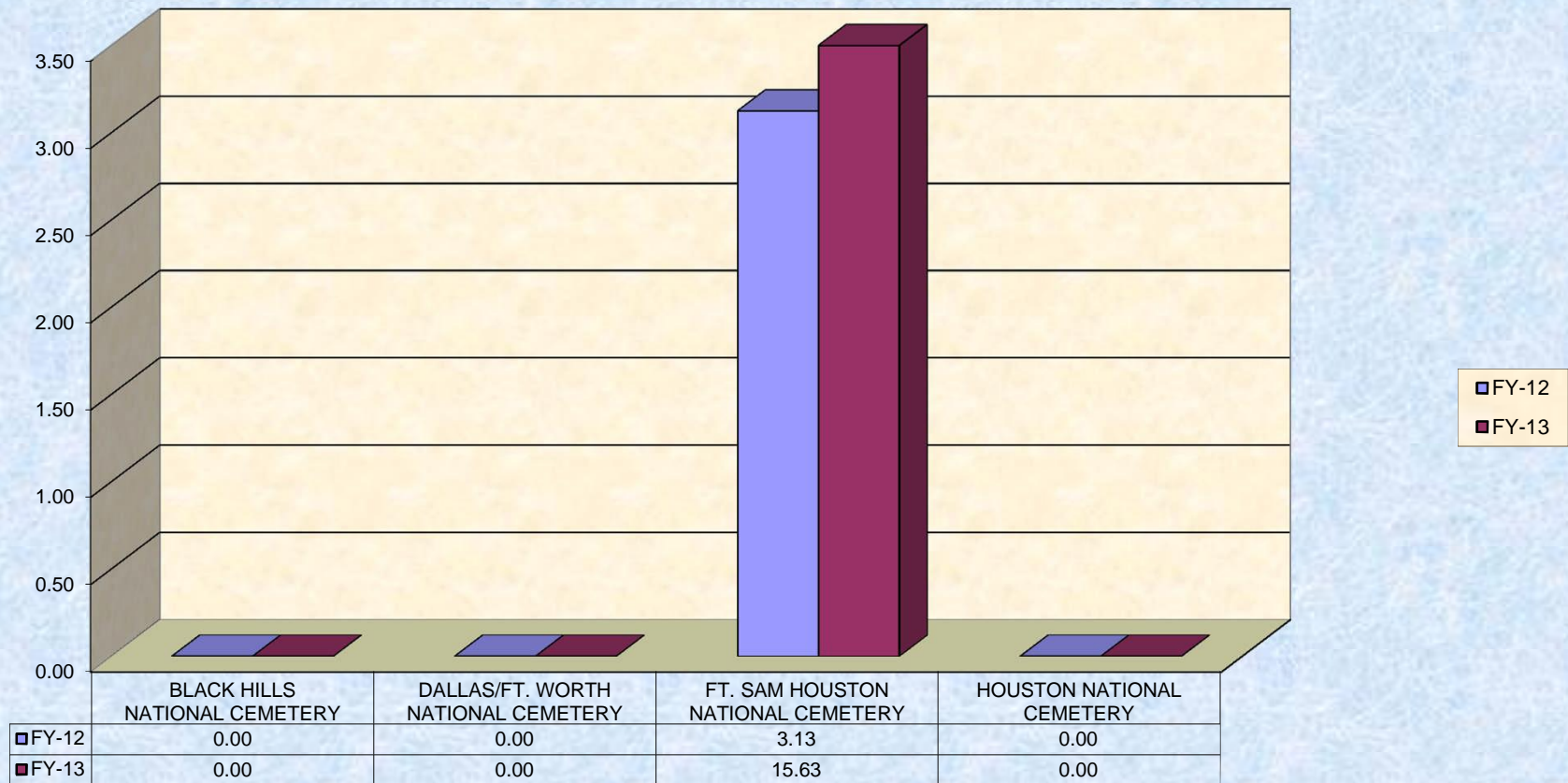
National Cemetery Administration - MSN 3 FY-12 & FY-13 Informal Contacts



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

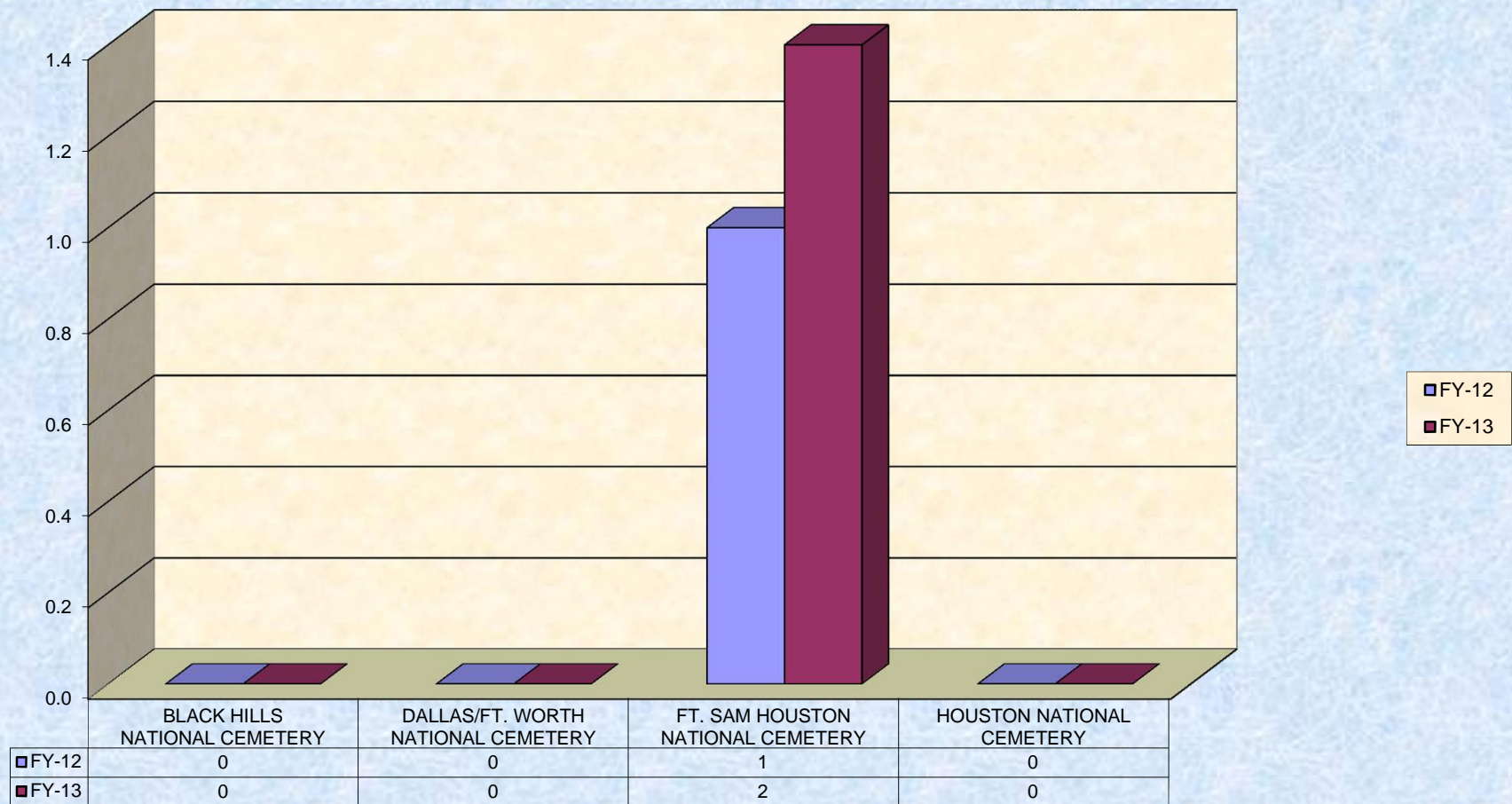
National Cemetery Administration - MSN 3

FY-12 & FY-13 Informal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

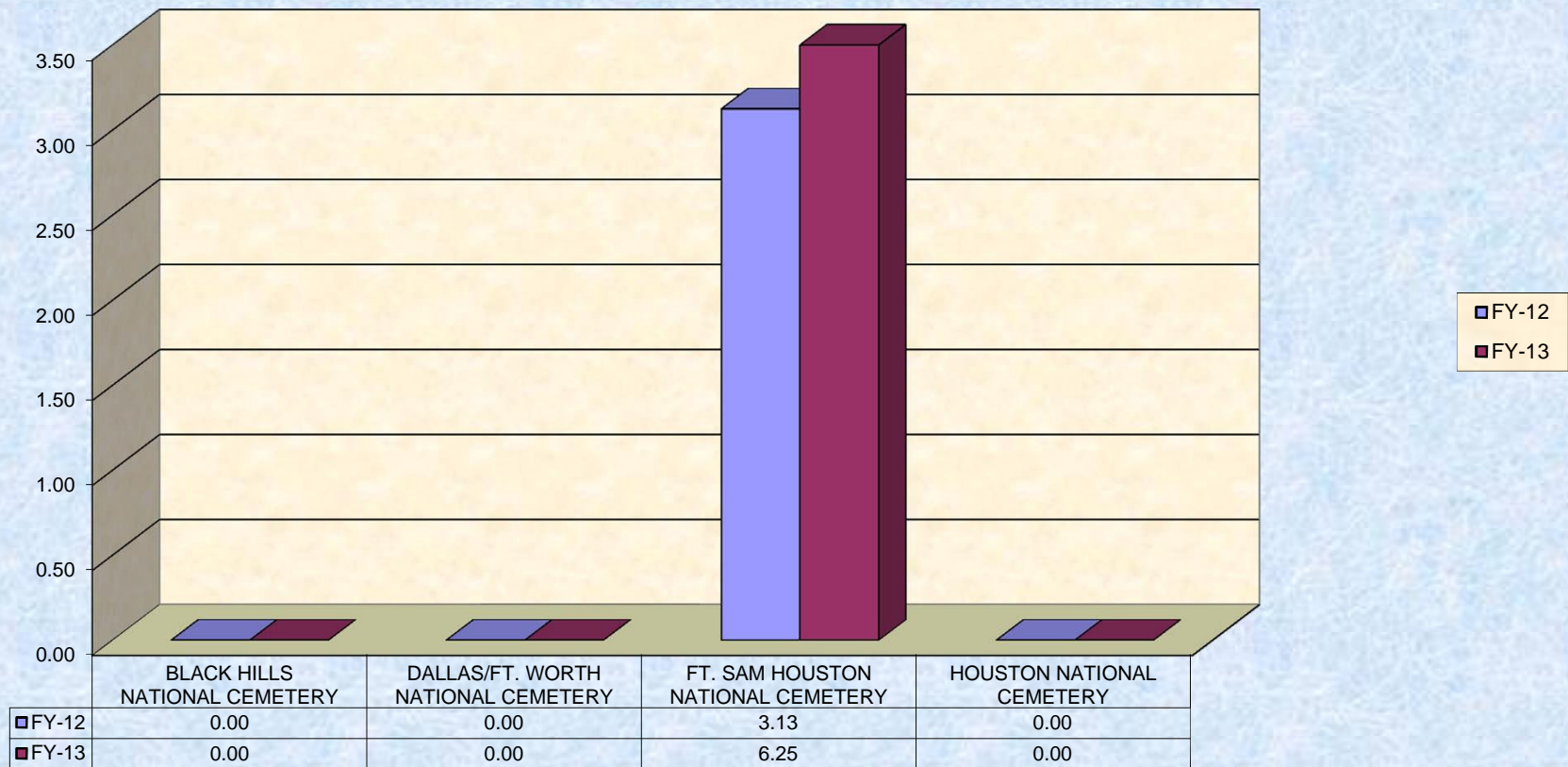
National Cemetery Administration - MSN 3 FY-12 & FY-13 Formal Complaints Filed



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

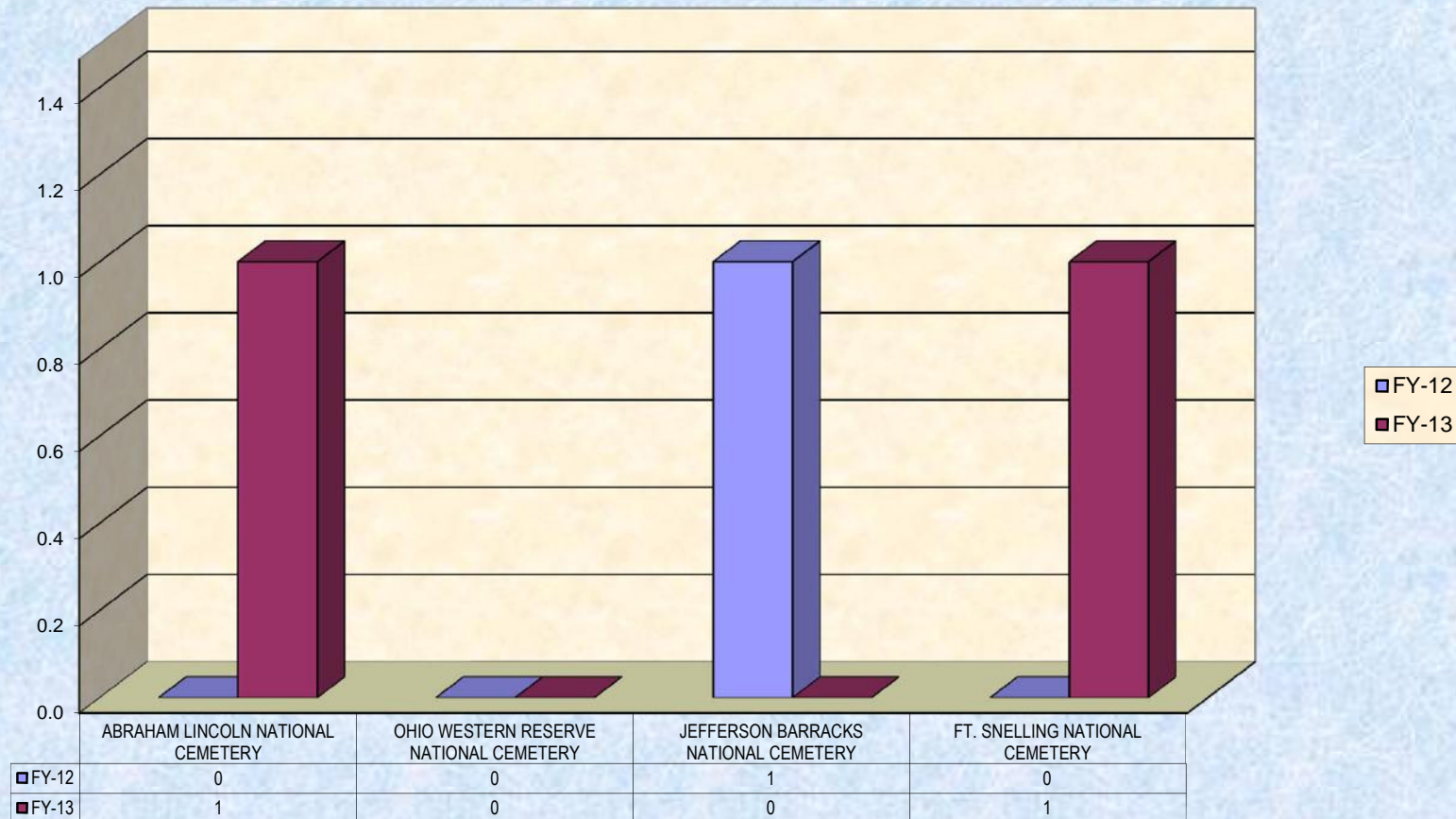
National Cemetery Administration - MSN 3

FY-12 & FY-13 Formal Per Capita (per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 4 FY-12 & FY-13 Informal Contacts

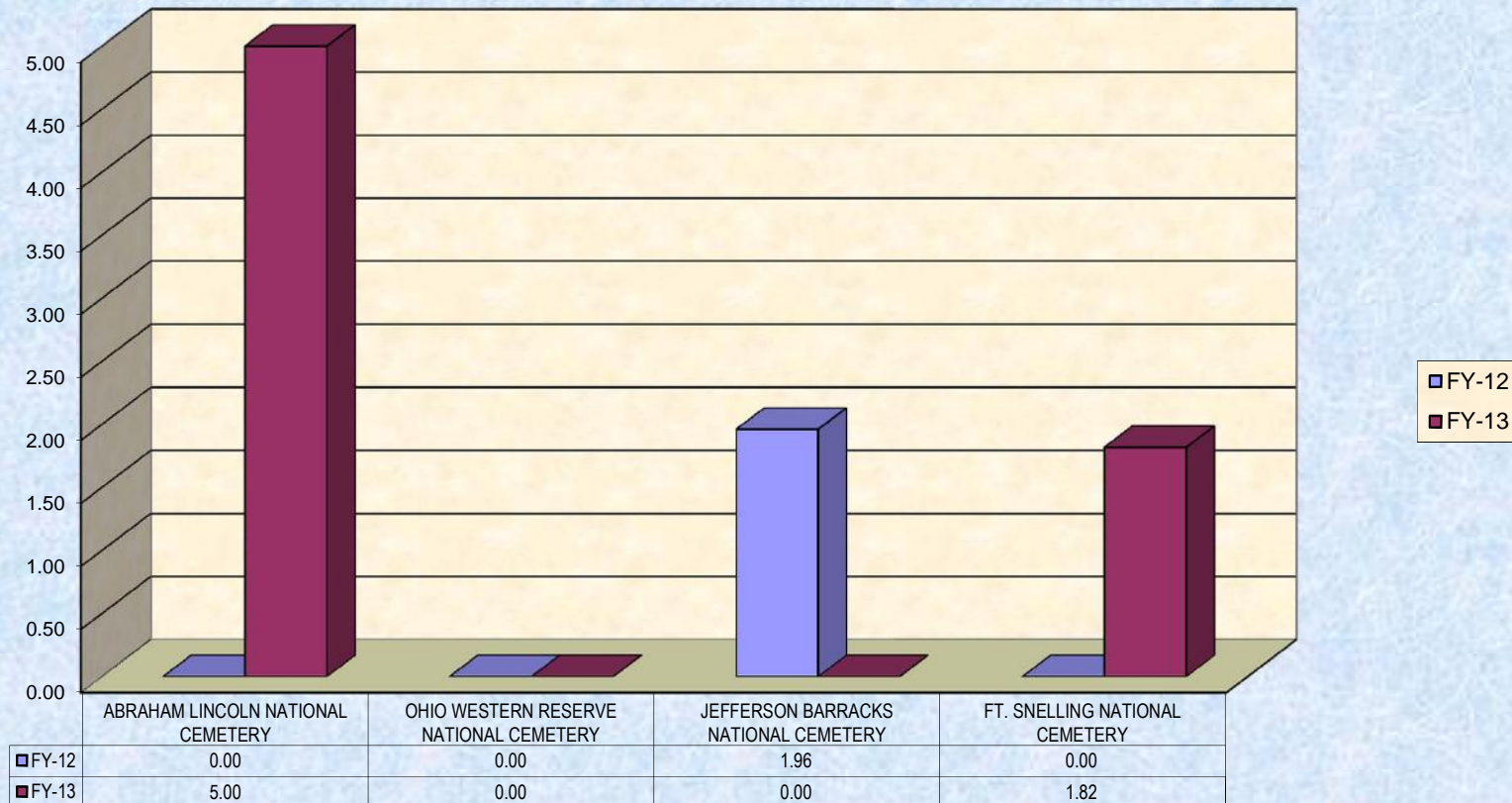


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 4

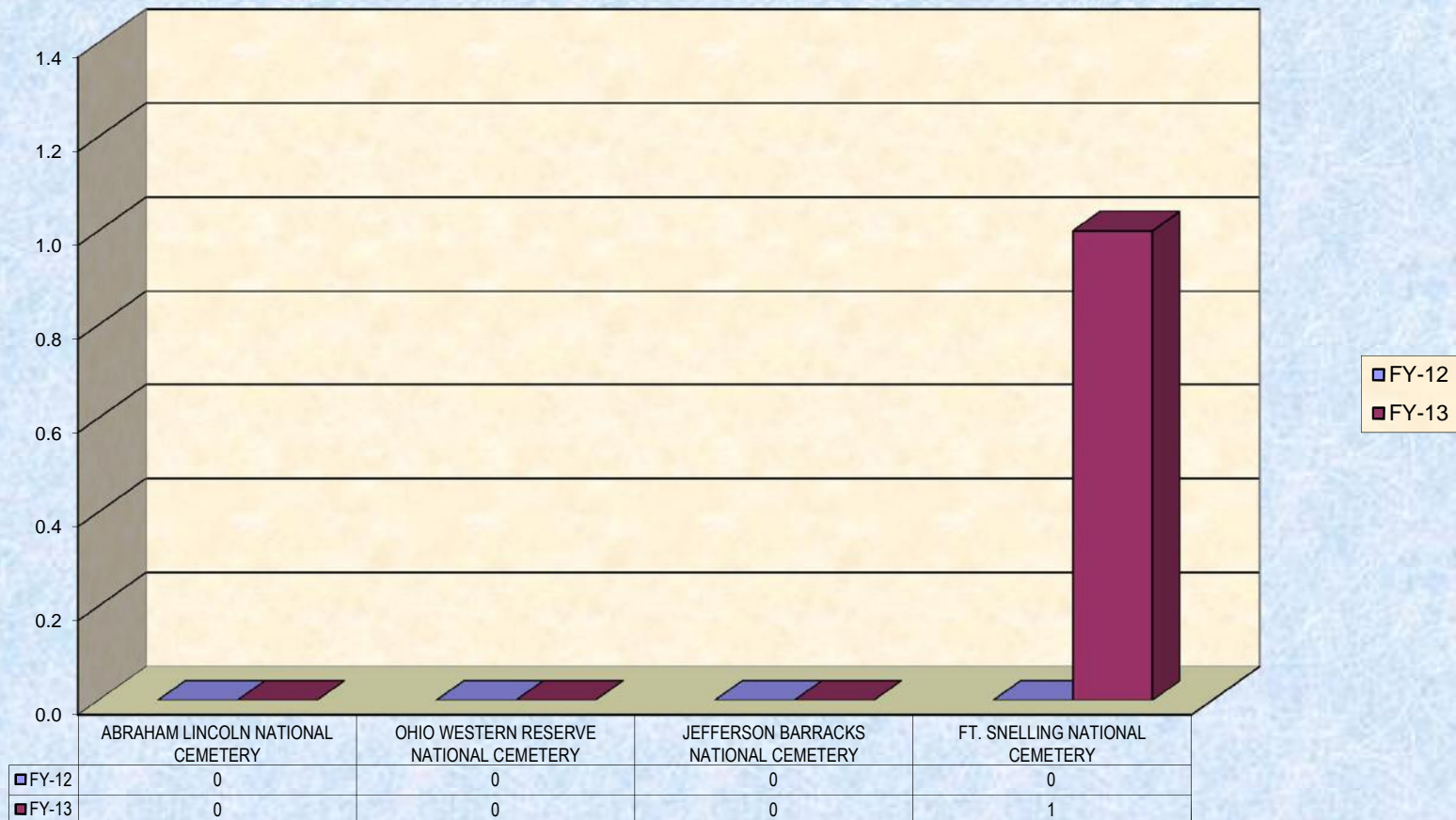
FY-12 & FY-13 Informal Per Capita

(per 100 employees)



Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 4 FY-12 & FY-13 Formal Complaints Filed

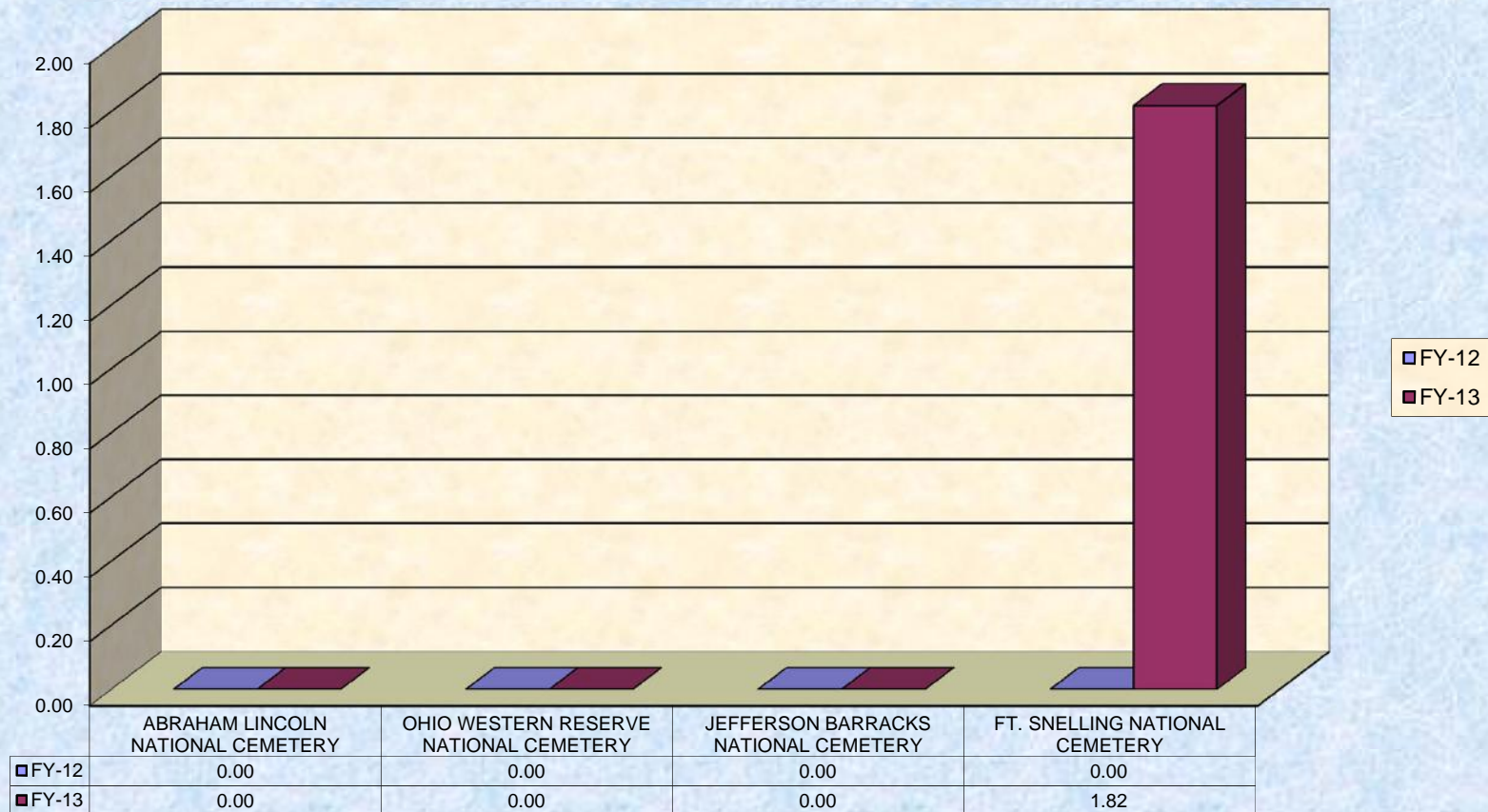


Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 4

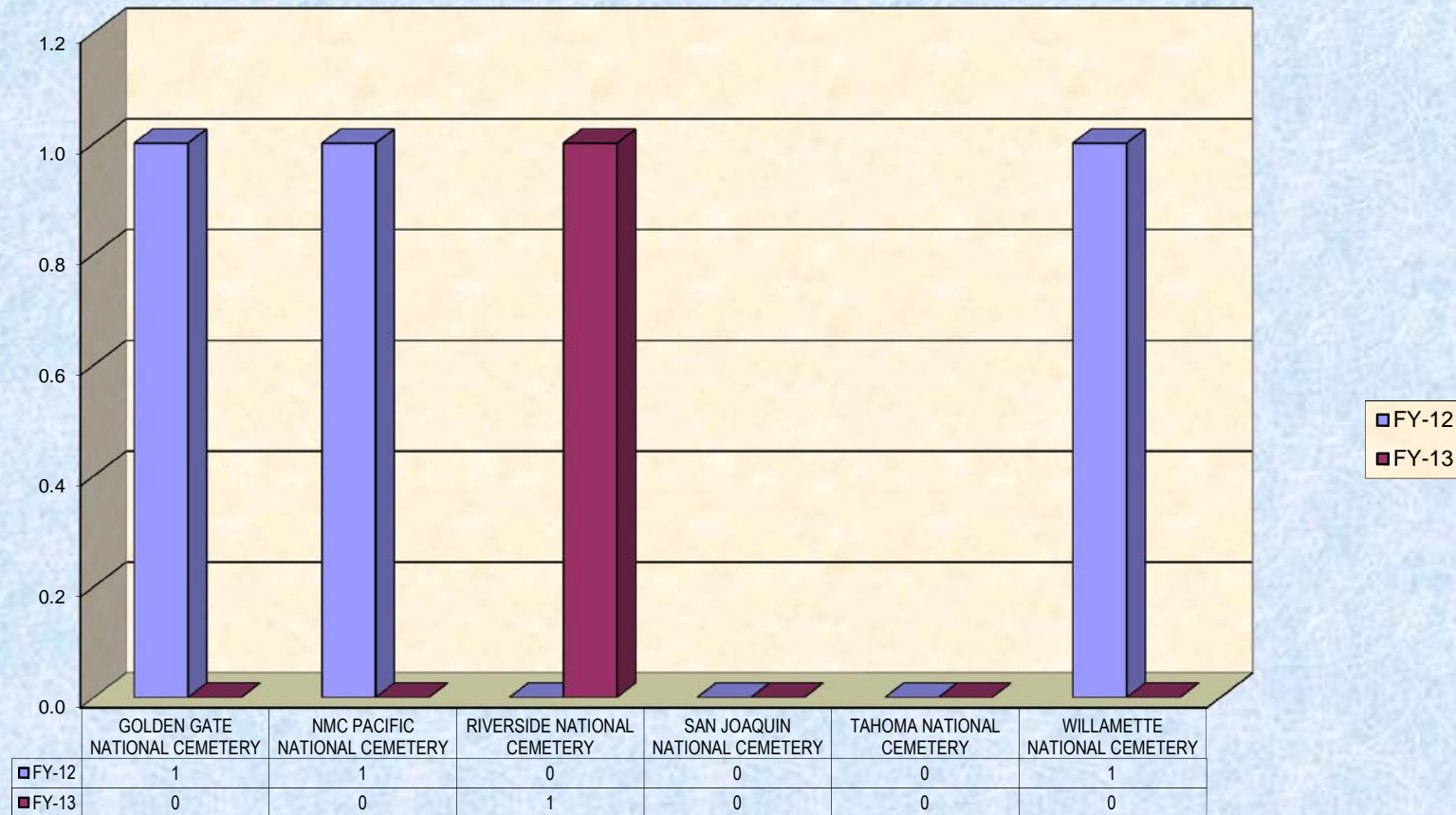
FY-12 & FY-13 Formal Per Capita

(per 100 employees)



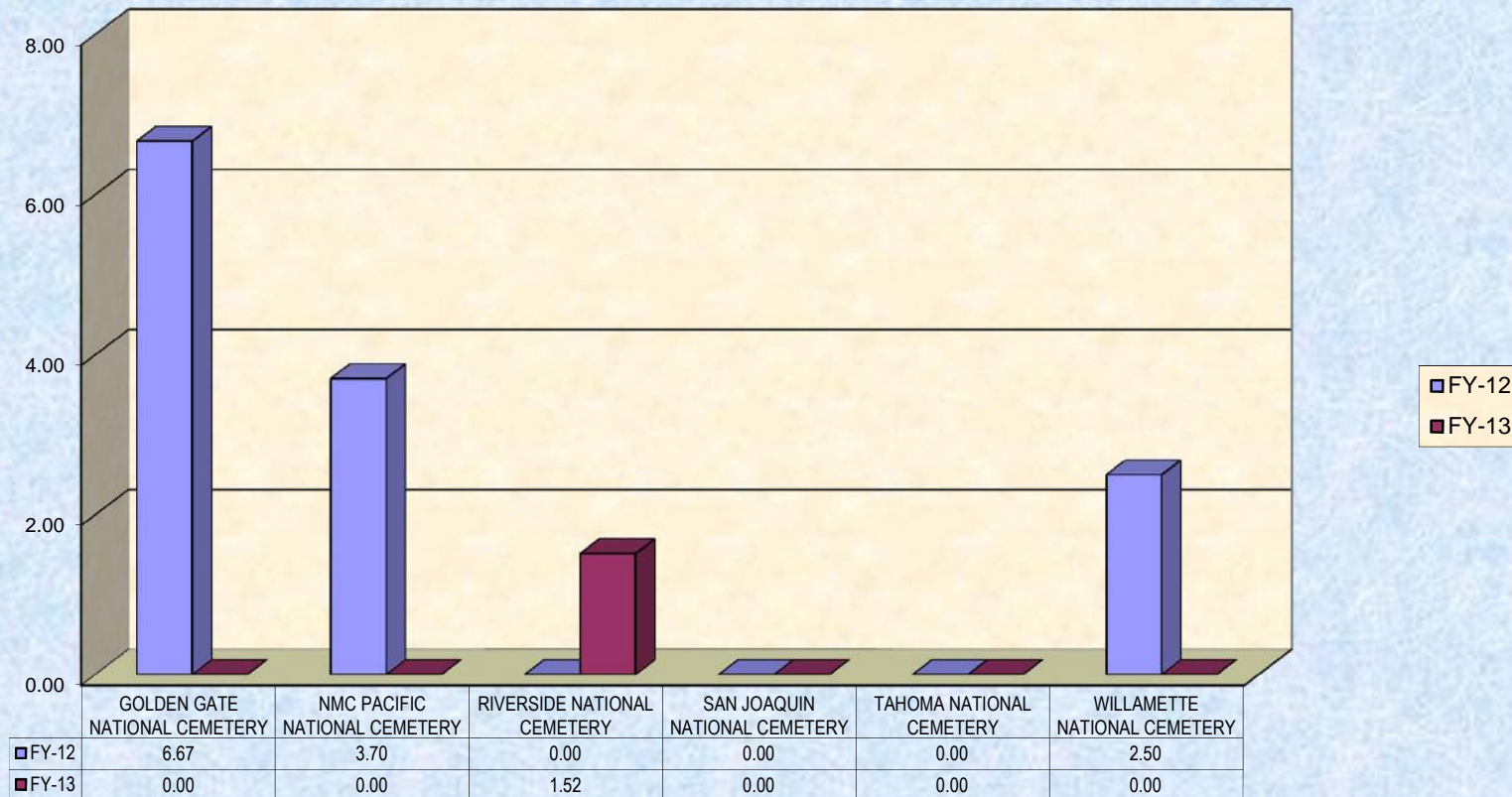
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October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 5 FY-12 & FY-13 Informal Contacts



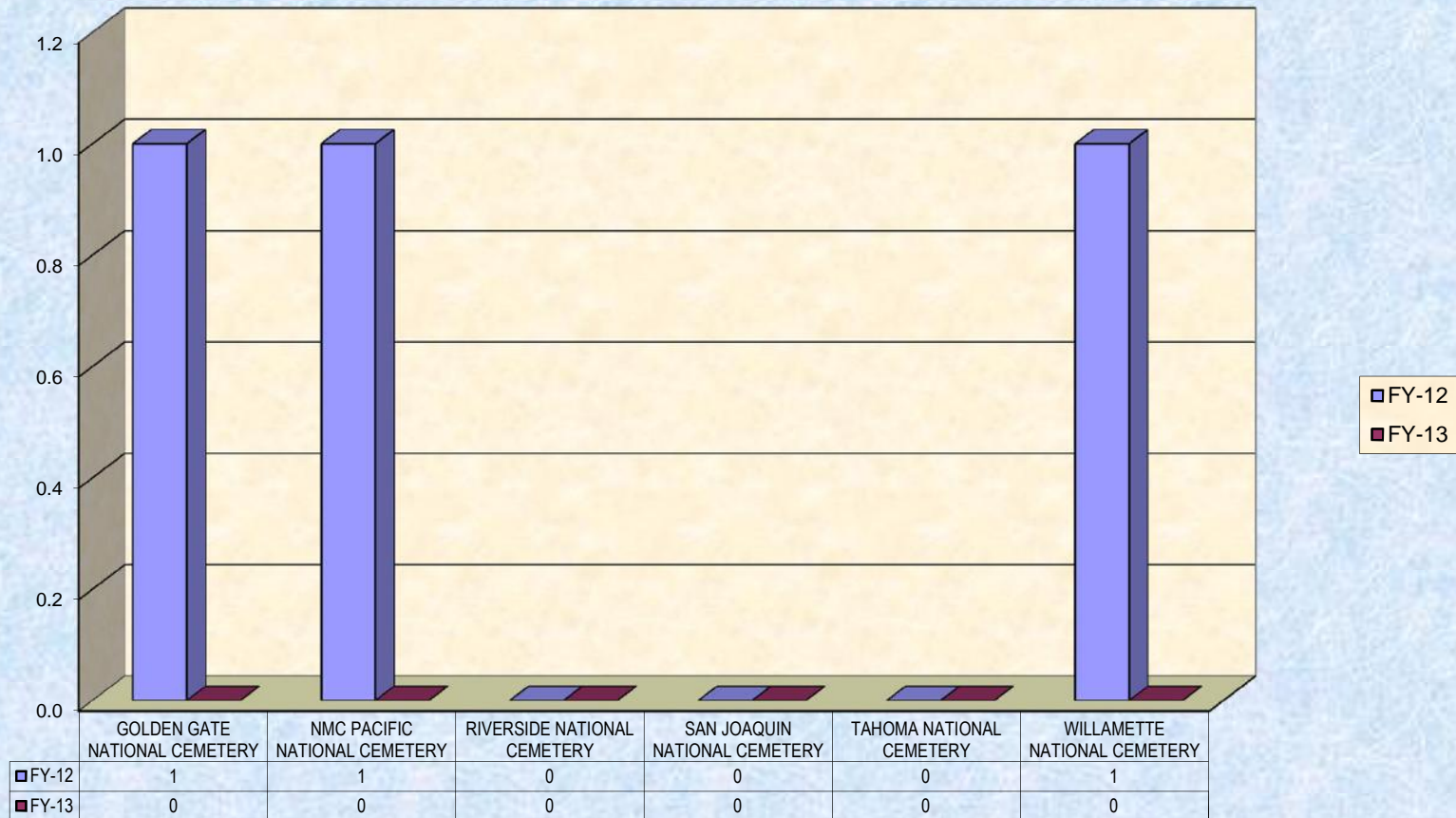
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 5 FY-12 & FY-13 Informal Per Capita (per 100 employees)



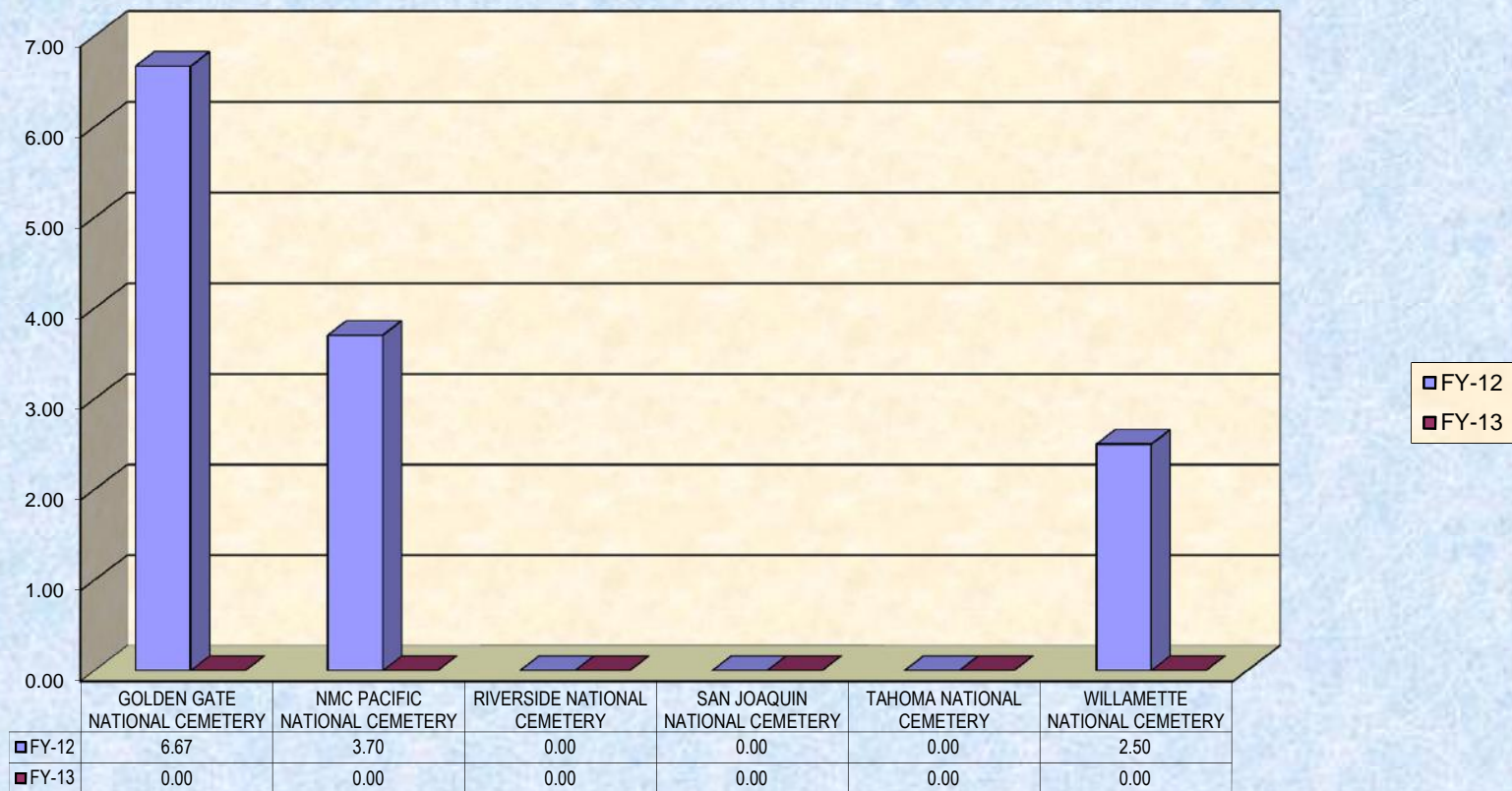
Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years

National Cemetery Administration - MSN 5 FY-12 & FY-13 Formal Complaints Filed



*Data reflected is MID YEAR from
October 1 to March 31 for both fiscal years*

*National Cemetery Administration - MSN 5
FY-12 & FY-13 Formal Per Capita
(per 100 employees)*



**ADR USE FOR WORKPLACE DISPUTES
NON-EEO ADR REQUESTS AND NON-EEO ADR RESOLUTION RATE
ADR USE IN THE INFORMAL EEO PROCESS
ADR OFFERS, ADR PARTICIPATION, AND RESOLUTION RATE
COMPARISON CHARTS
MID-YEAR FY-12 AND MID-YEAR FY-13
(QUARTERS 1 AND 2)**

Introduction

The Office of Resolution Management's (ORM) goal is to work with all administrations and staff offices to prevent EEO complaints. We encourage the use of Alternative Dispute Resolution (ADR) before EEO complaints are initiated and when complaints cannot be avoided view ADR as a more efficient, effective, and satisfying way to address the underlying causes than allowing the EEO process to run its course. Thru direct communication and a neutral third party's assistance, VA employees and managers can better understand and bring closure to the issues that led to the complaint. Early resolution conserves VA's limited resources because it minimizes the time VA employees and managers spend engaged in the EEO process and maximizes the time spent serving our ever increasing Veteran population.

The data presented in this report represents the impact of using ADR prior to and during the informal stage of the EEO complaint process. We hope that you will carefully review the information and develop an action plan, if you do not already have one, to further improve the use of ADR in the second half of FY-13. VA's Workplace ADR Program is available to assist in reviewing ADR programs and offering recommendations and support on how they can be more effective.

Analysis

Five significant areas are depicted in the charts provided; non-EEO ADR requests, non-EEO ADR resolution rate, ADR offers, ADR participation, and resolution rate.¹

- **Non-EEO ADR Requests** represent the number of requests for ADR to address a workplace dispute when no EEO complaint has been initiated.
- **Non-EEO ADR Resolution Rate** represents the percentage of workplace disputes which were resolved as a result of using ADR.
- **ADR Offers** represent the percentage of informal EEO complaints in which VA offered the aggrieved person an opportunity to participate in ADR versus traditional counseling.

¹ References in the charts to "NA" reflect no ADR requests or no complaint activity at that location during the FY. Charts were not created for VBA and NCA non-EEO ADR data as each had less than ten requests during the FY.

- **ADR Participation** represents the percentage of informal EEO complaints in which both VA and the aggrieved person agreed to participate in ADR.
- **Resolution Rate** represents the percentage of informal EEO complaints that did not proceed to the formal stage.

At mid-year FY-12, ADR was used to address 870 workplace disputes resulting in an 88% resolution rate. At mid-year FY-13, ADR was used to address 829 workplace disputes resulting in a 90% resolution rate. ORM estimates that approximately \$30,000 in EEO complaint processing costs are avoided for every workplace dispute that is resolved. Therefore, VA can estimate total cost avoidance for mid-year FY-13 of \$22,050,000 by using ADR to address workplace disputes prior to EEO complaints being filed.

At mid-year FY-12, VA's ADR offer rate for informal complaints was 99%. The ADR participation rate was 58%, and the resolution rate was 46%. At mid-year FY-13, VA's ADR offer rate remains at 99%, ADR participation increased to 59%, and the resolution rate increased to 53%.

The Equal Employment Opportunity Commission (EEOC) publishes an annual report on the Federal workforce which provides government-wide statistics that Federal agencies are encouraged to use for benchmarking. In FY-11, the government-wide average for ADR offers was 78%, ADR participation 49%, and the resolution rate was 53%.

In this report, we use VA and government-wide metrics to assess the level of success that each administration, and VA as a whole, has had at meeting or exceeding these targets. If your organization is below the target, we encourage you to develop ways to move closer to the goal in FY-13.

All data presented in these reports was extracted from VA's ADR tracking system (ADRTracker) and Complaints Automated Tracking System (CATS). The data provided is based on information available as of April 18, 2013.

Mid-Year FY-13 ADR Accomplishments

Department-Wide

- ADR offer rate remained unchanged.
- ADR participation increased by 1%.
- Resolution rate increased by 7%.

NCA

- All MSNs exceeded the target for ADR offers.
- MSNs 2, 3, and 4 exceeded the target for ADR participation.

- MSNs 1, 2, and 3 exceeded the target for resolution rate.

VBA

- All Areas exceeded the target for ADR offers.
- Areas 1, 2, and 3 exceeded the target for ADR participation.
- Areas 2 and 3 exceeded the target for resolution rate.

VHA

- All VISNs exceeded the target for ADR offers.
- VISNs 4, 5, 6, 7, 8, 11, 12, 15, 16, 17, 19, 20, and 23 exceeded the target for ADR participation.
- VISNs 1, 2, 5, 9, 11, 15, 16, 17, 18, 19, and 20 exceeded the target for resolution rate.

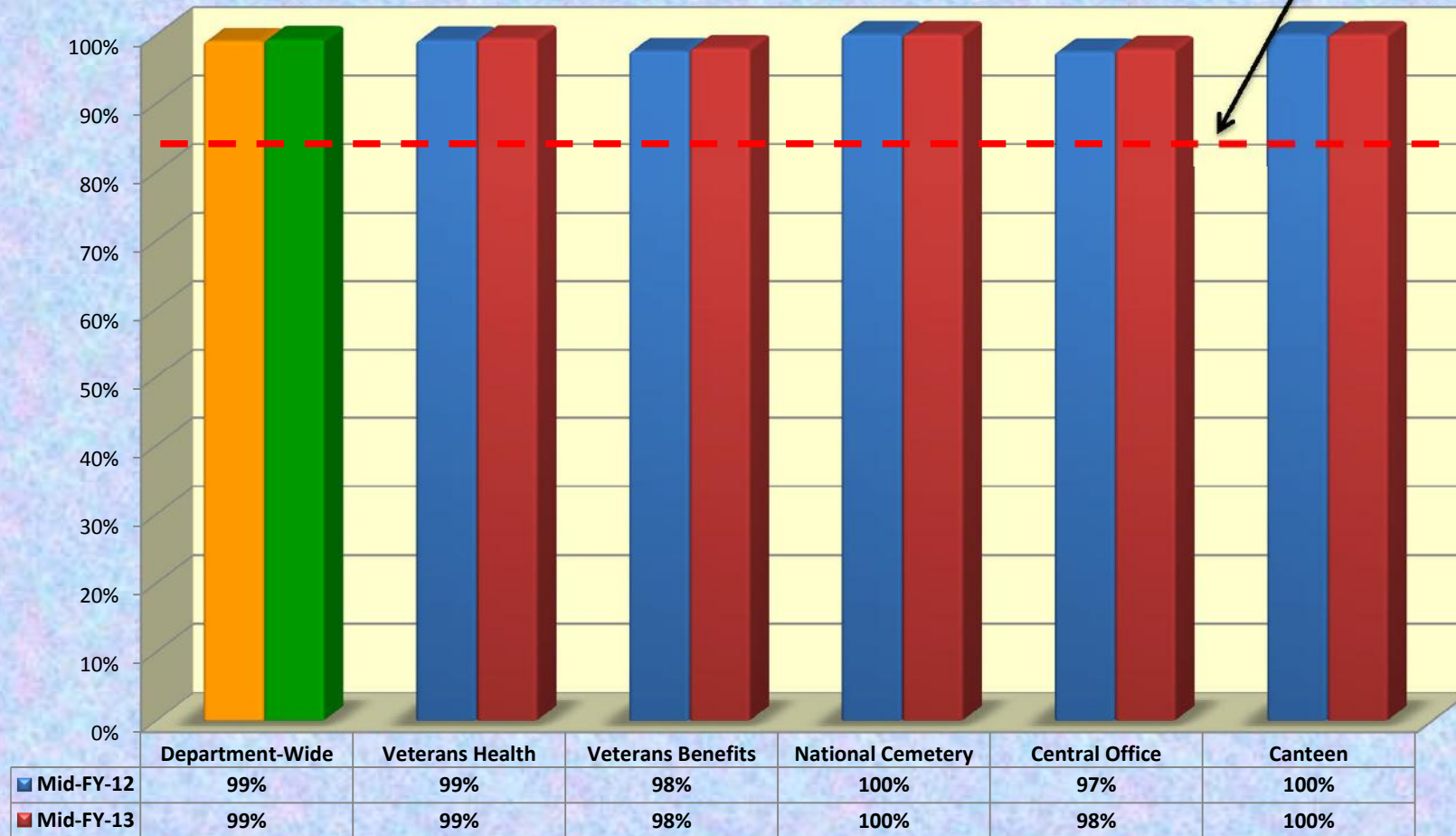
Conclusion

We look forward to collaborating with all VA organizations in FY-13 and welcome your ideas and suggestions on how ADR can play an even larger role in promoting organizational health and high levels of satisfaction and productivity in VA.

Department-Wide

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

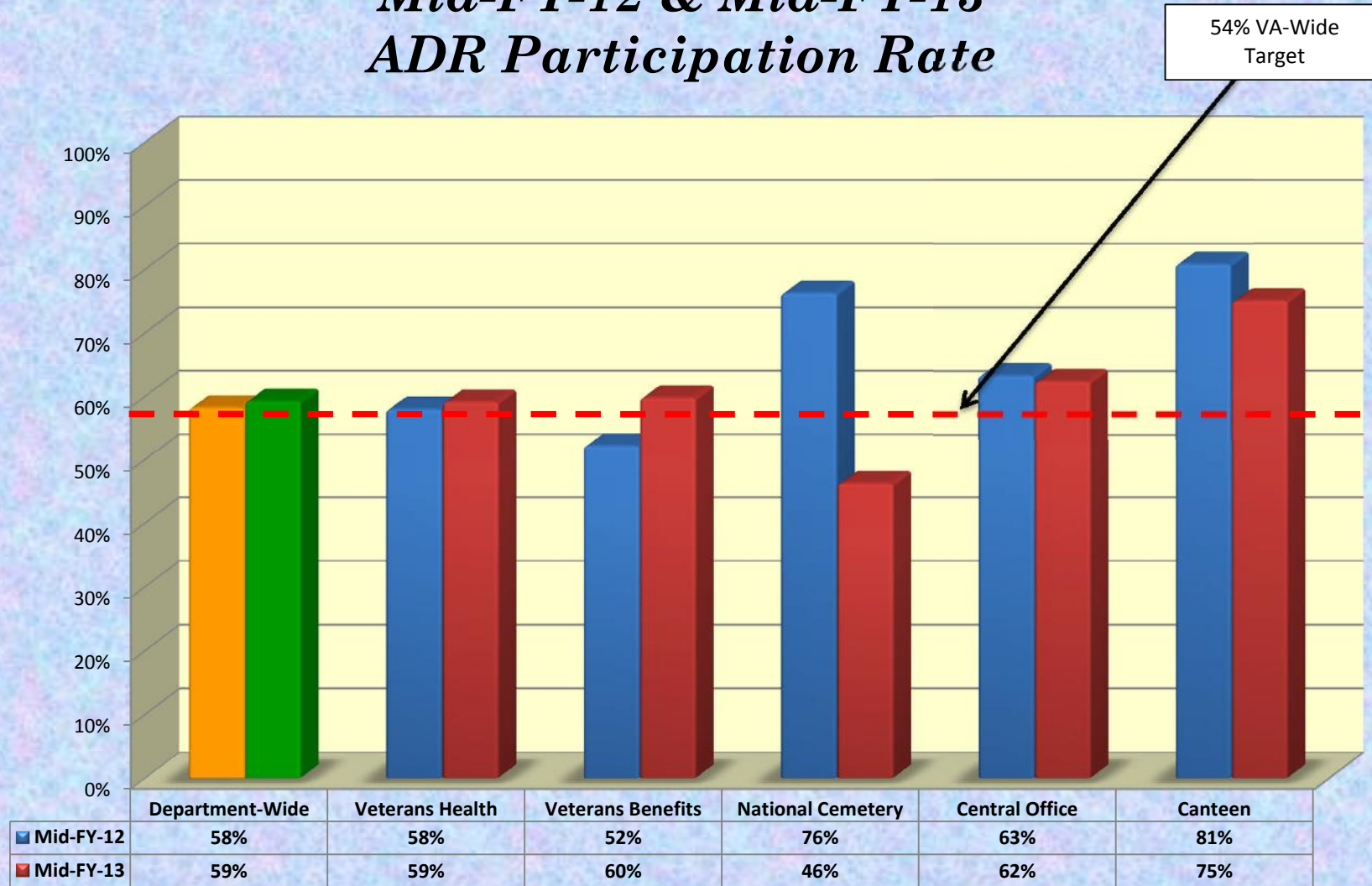
Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 ADR Offer Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

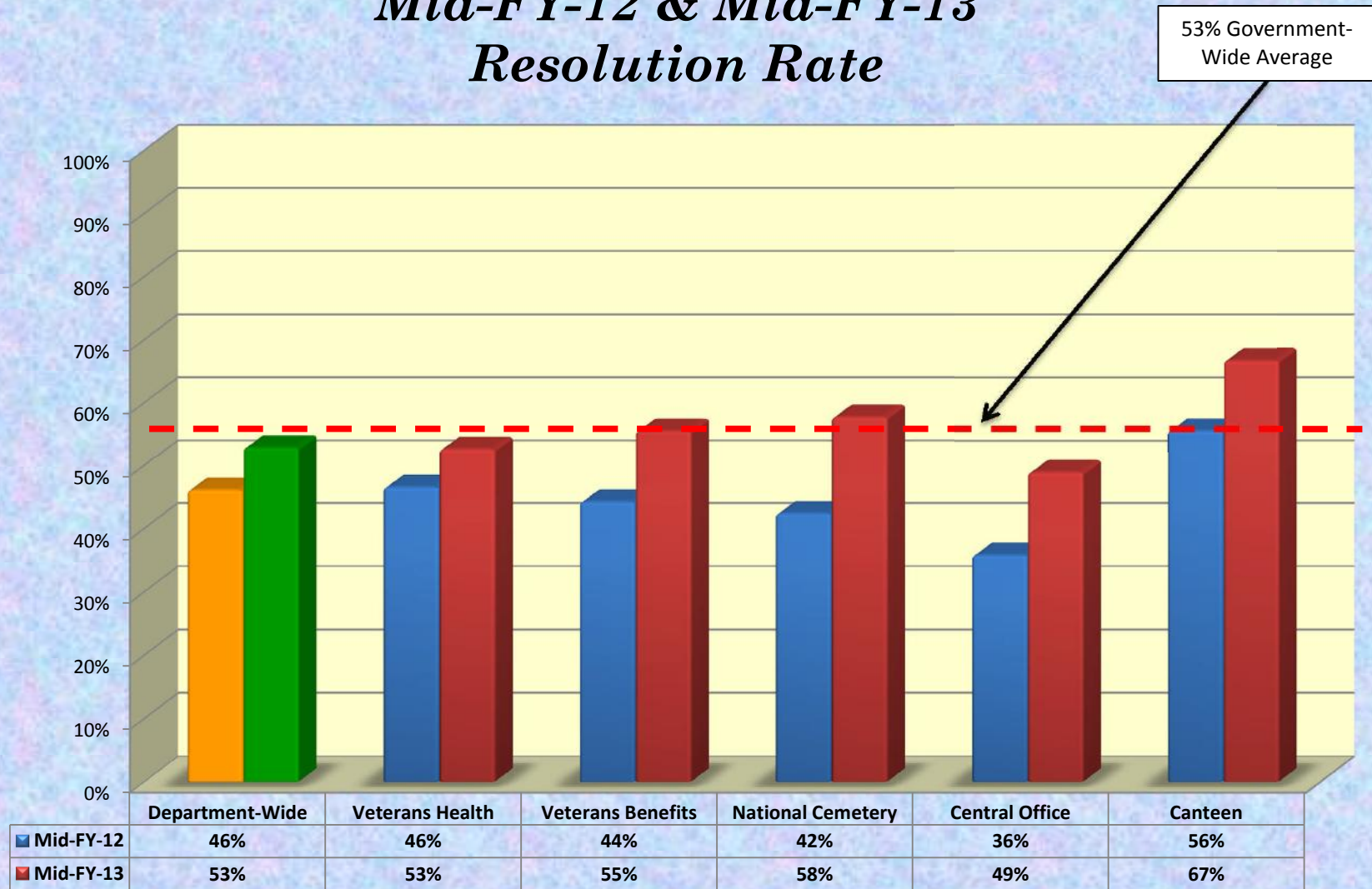
Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 ADR Participation Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

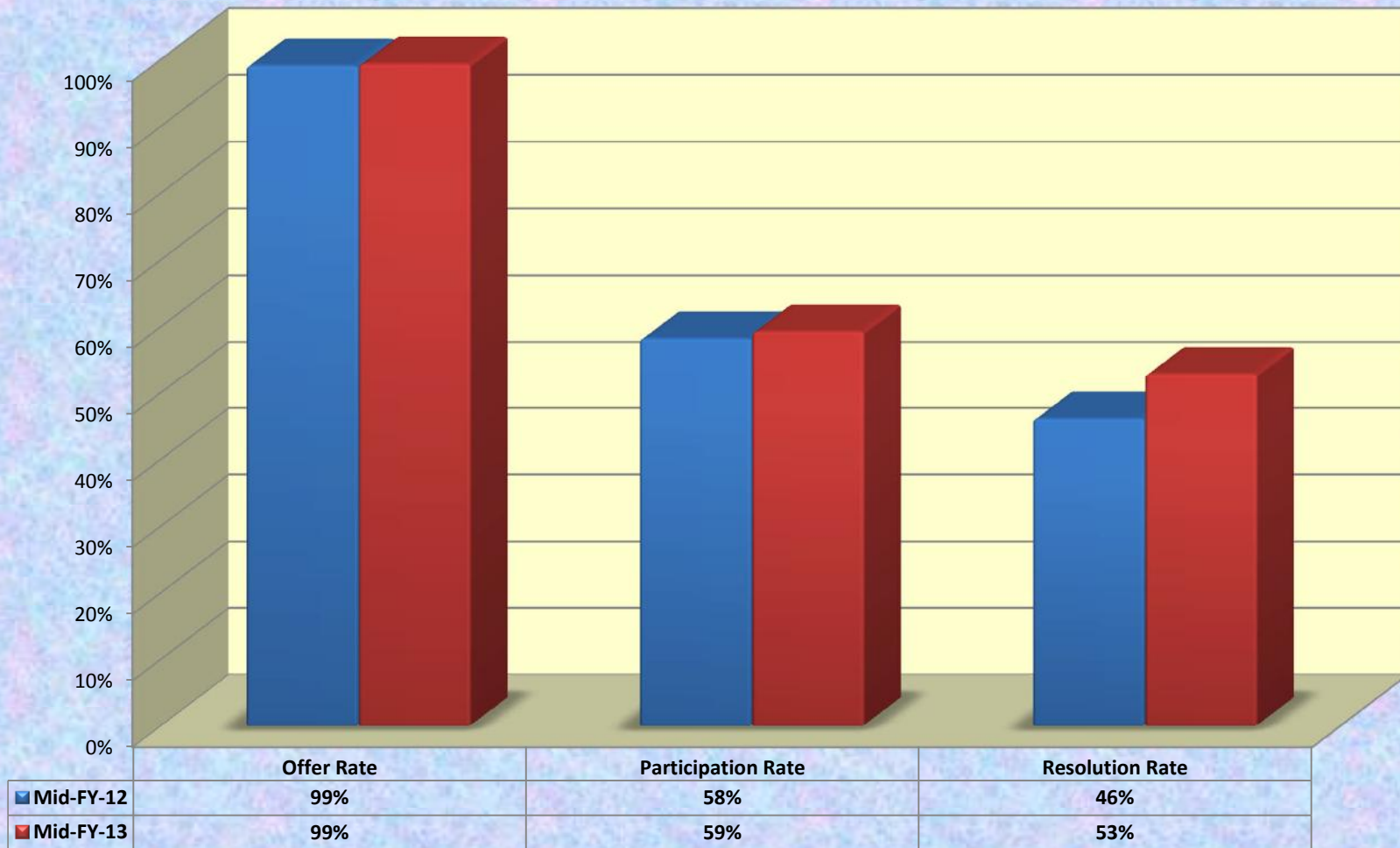
Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 Resolution Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

***Department of Veterans Affairs
Mid-FY-12 & Mid-FY-13
ADR Offer, ADR Participation, and Resolution Rate***

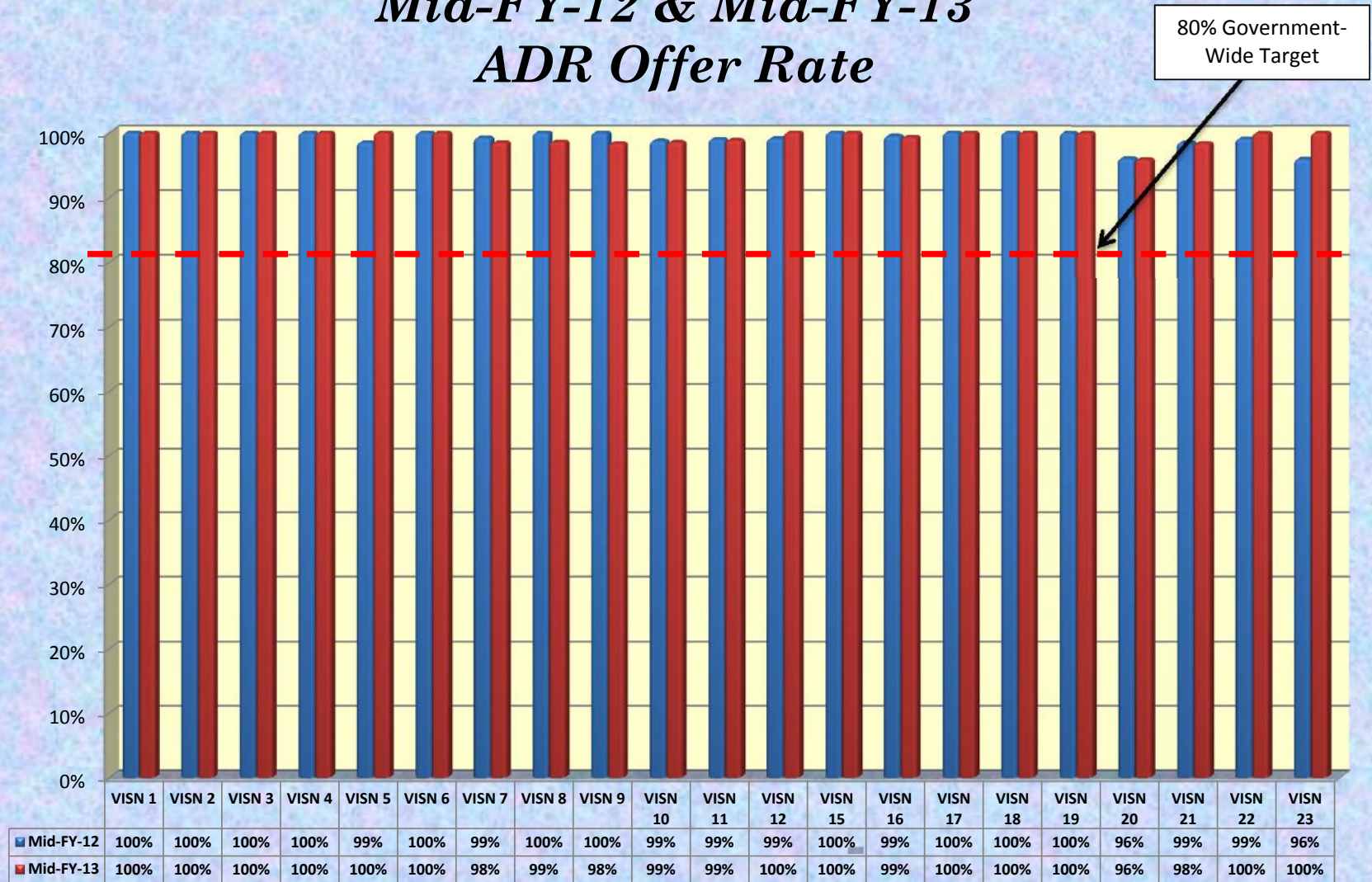


Data Source: ADRTTracker System

Veterans Health Administration

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

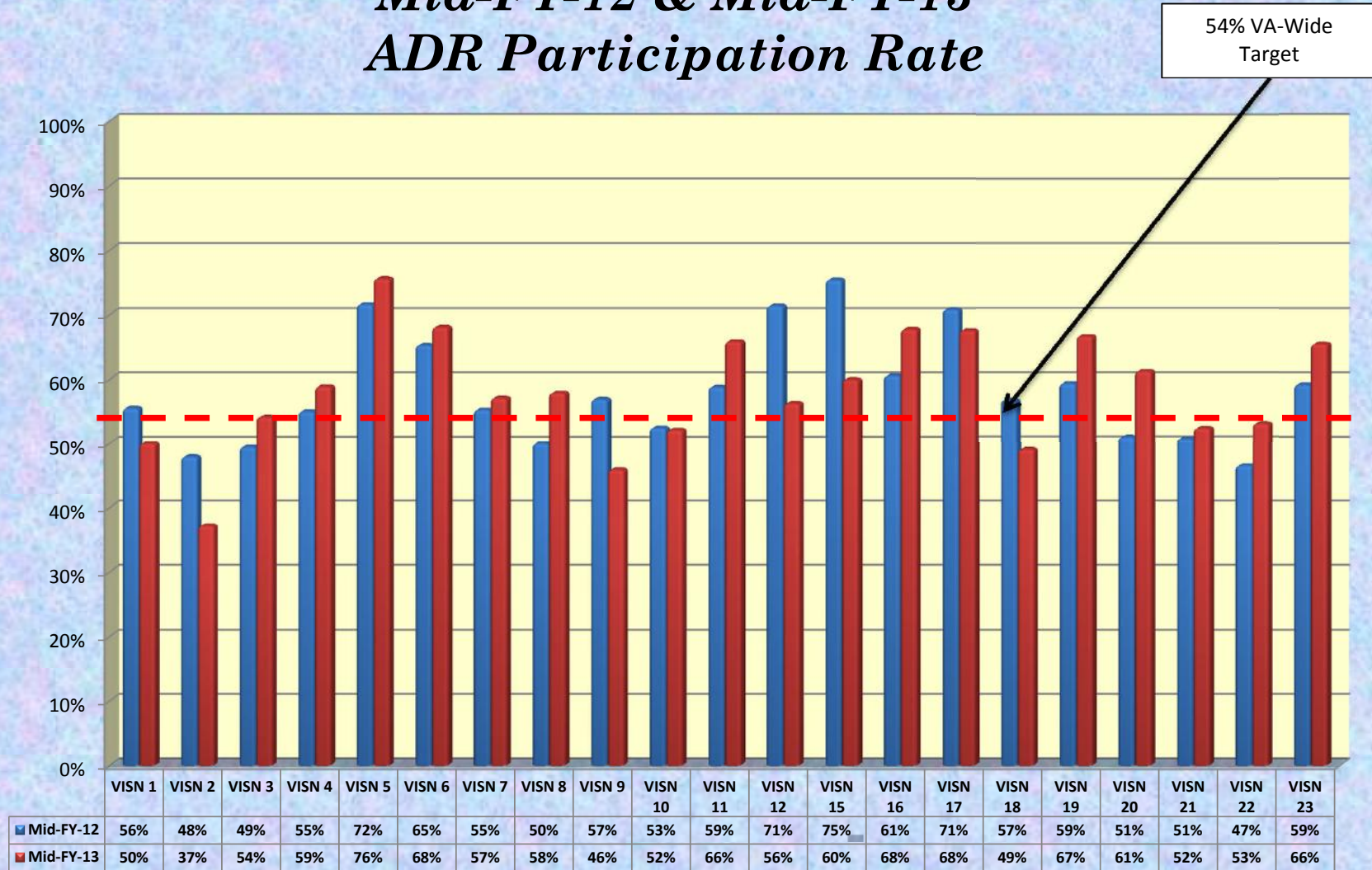
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

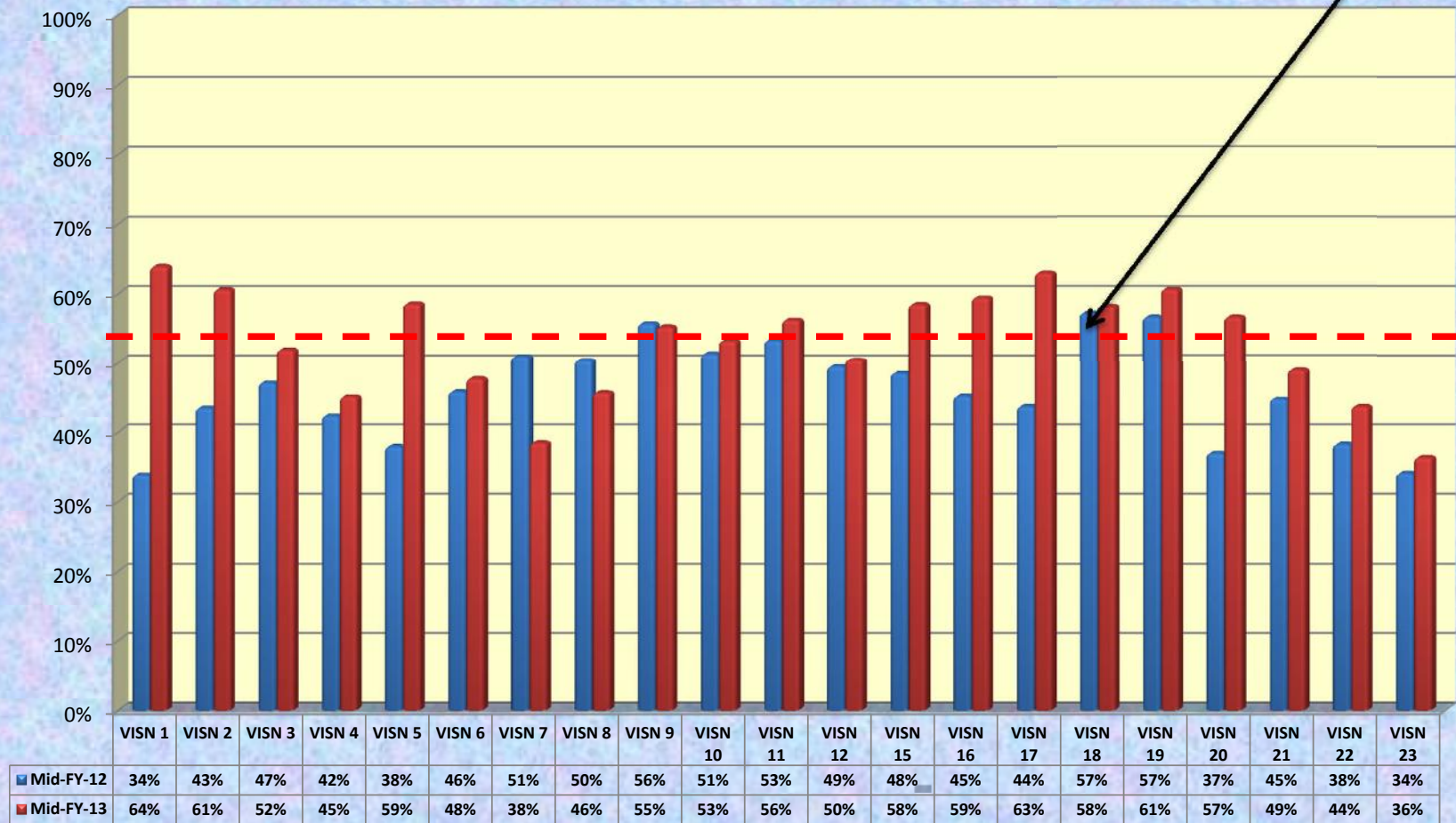
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate



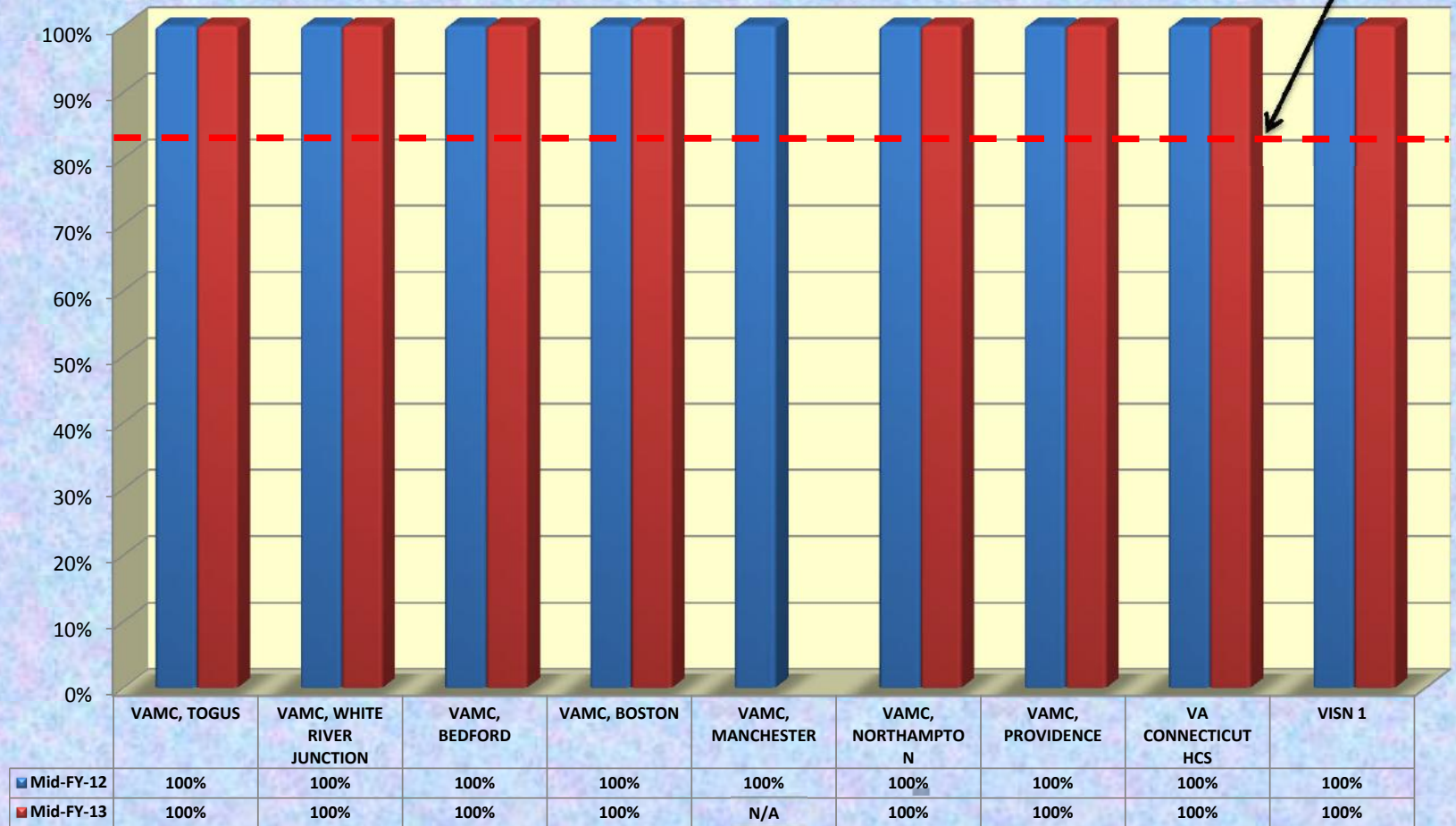
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

ADR Offer Rate - VISN 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 1

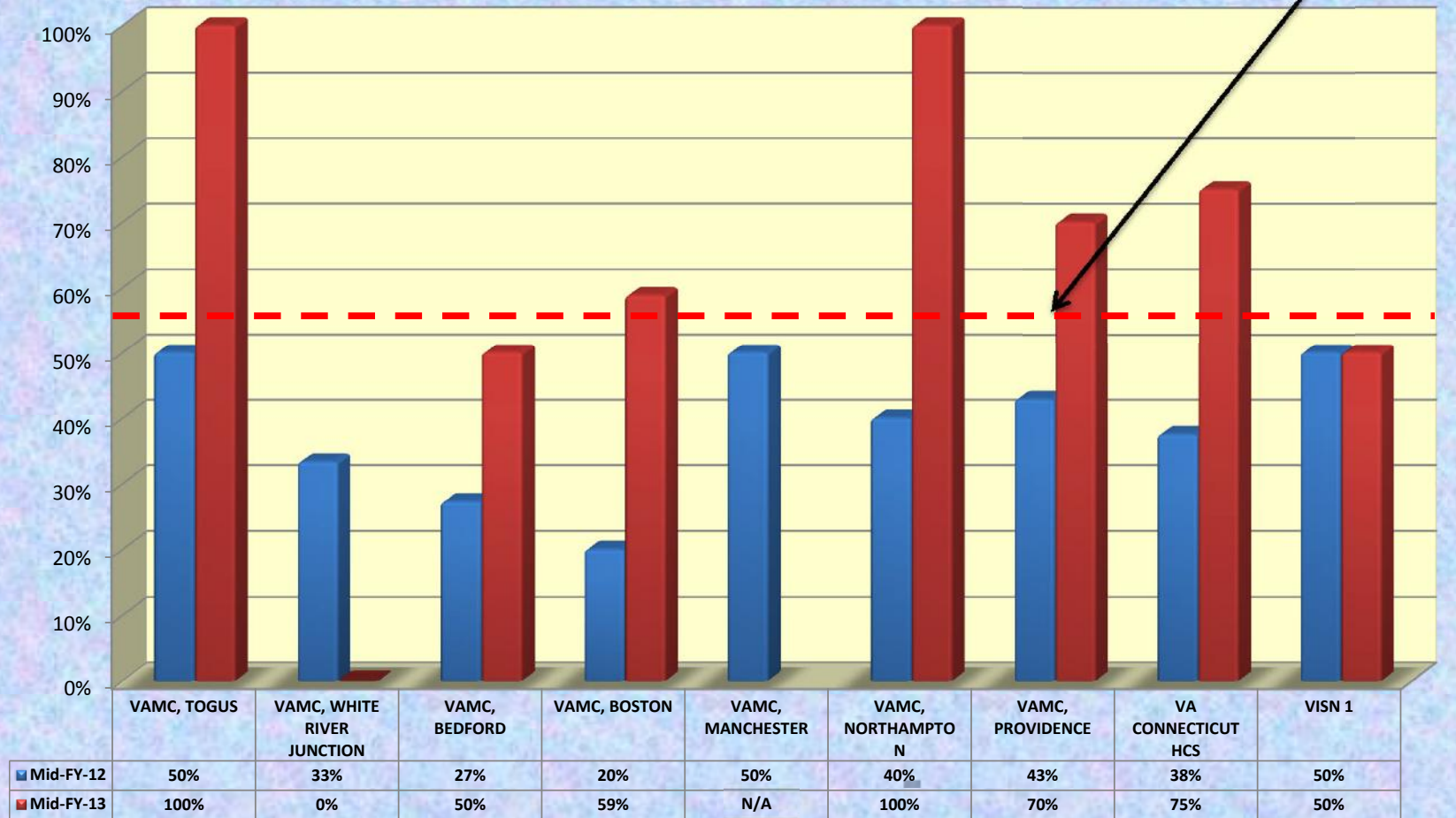
54% VA-Wide
Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

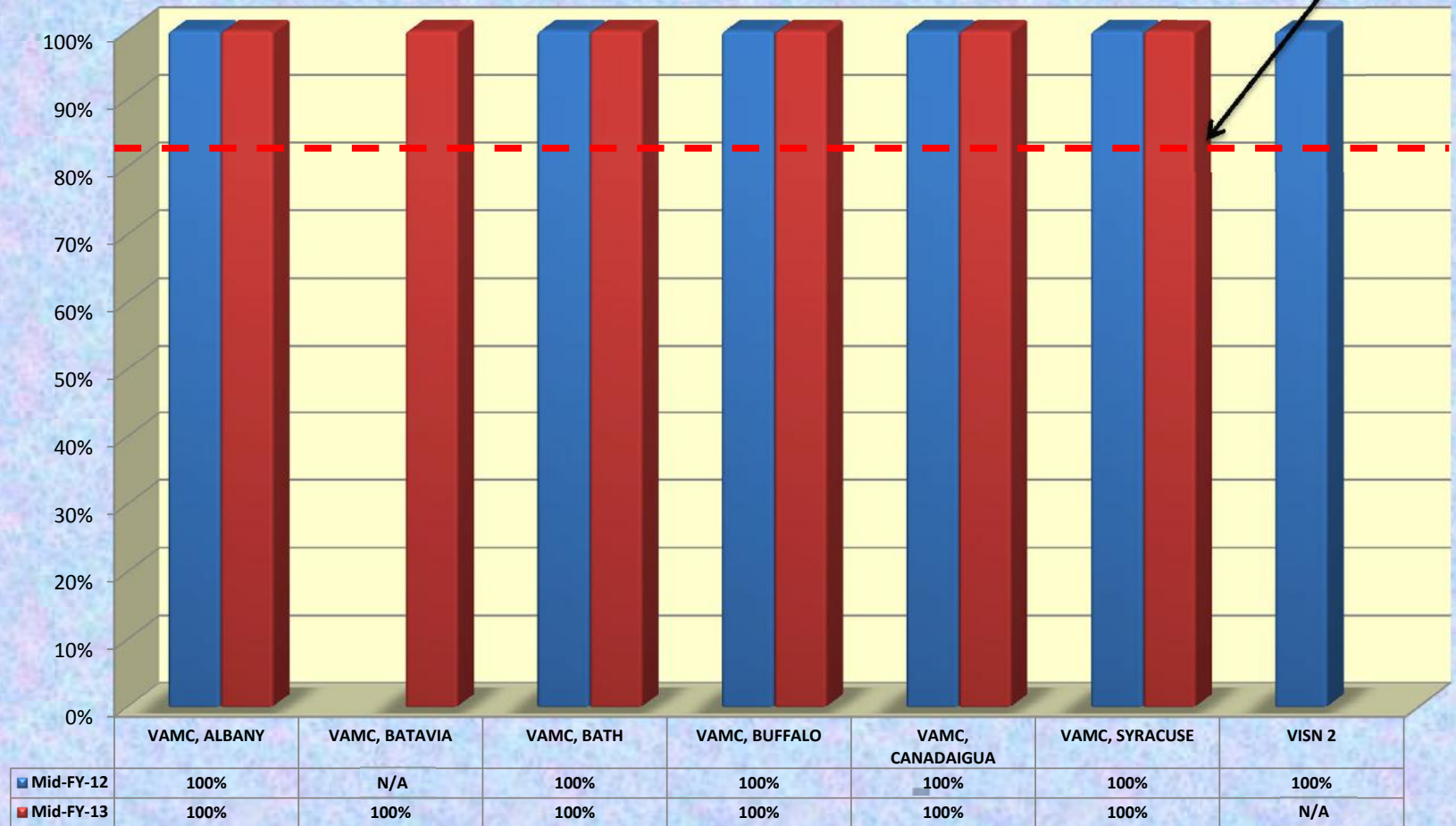
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

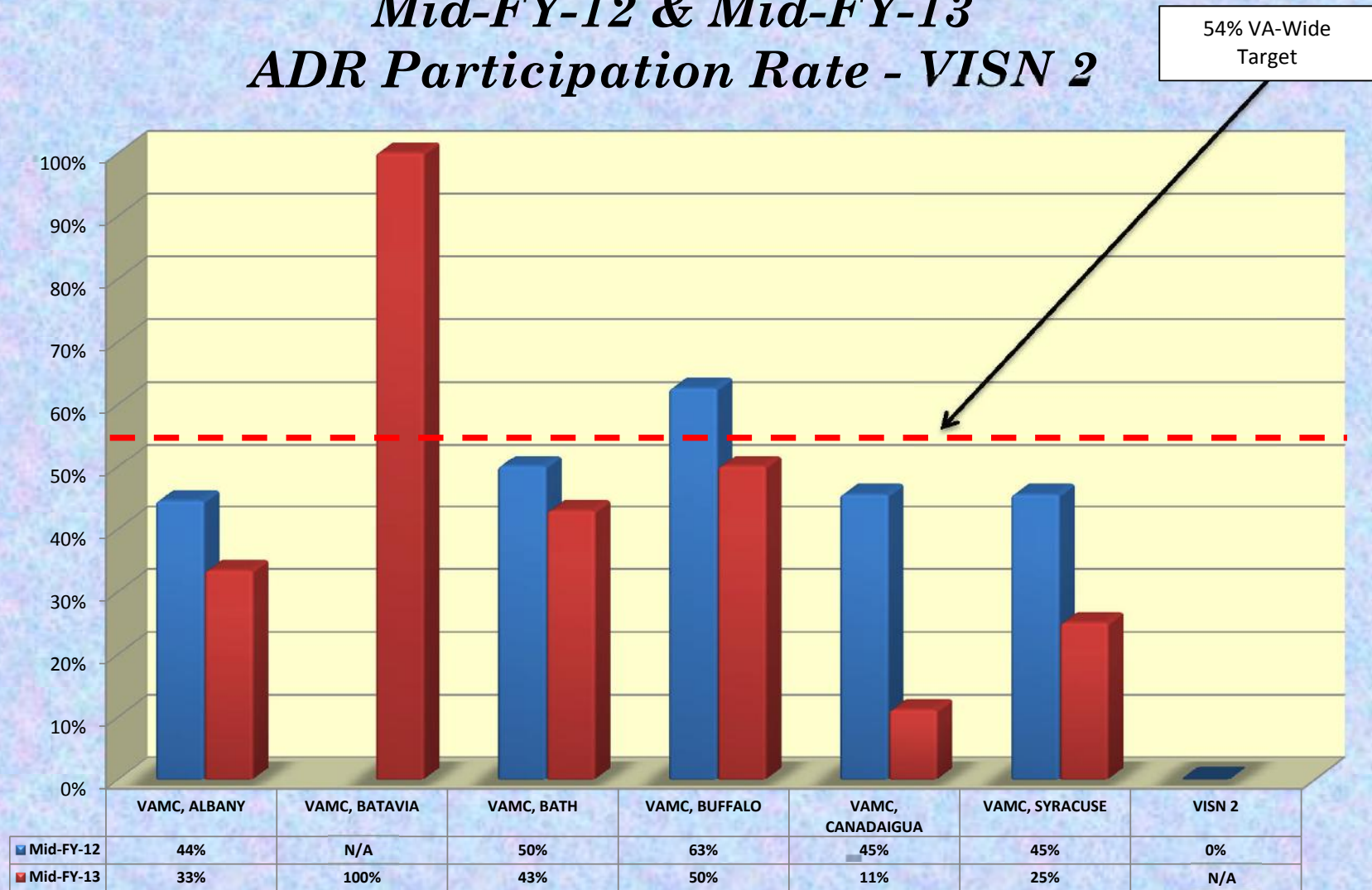
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

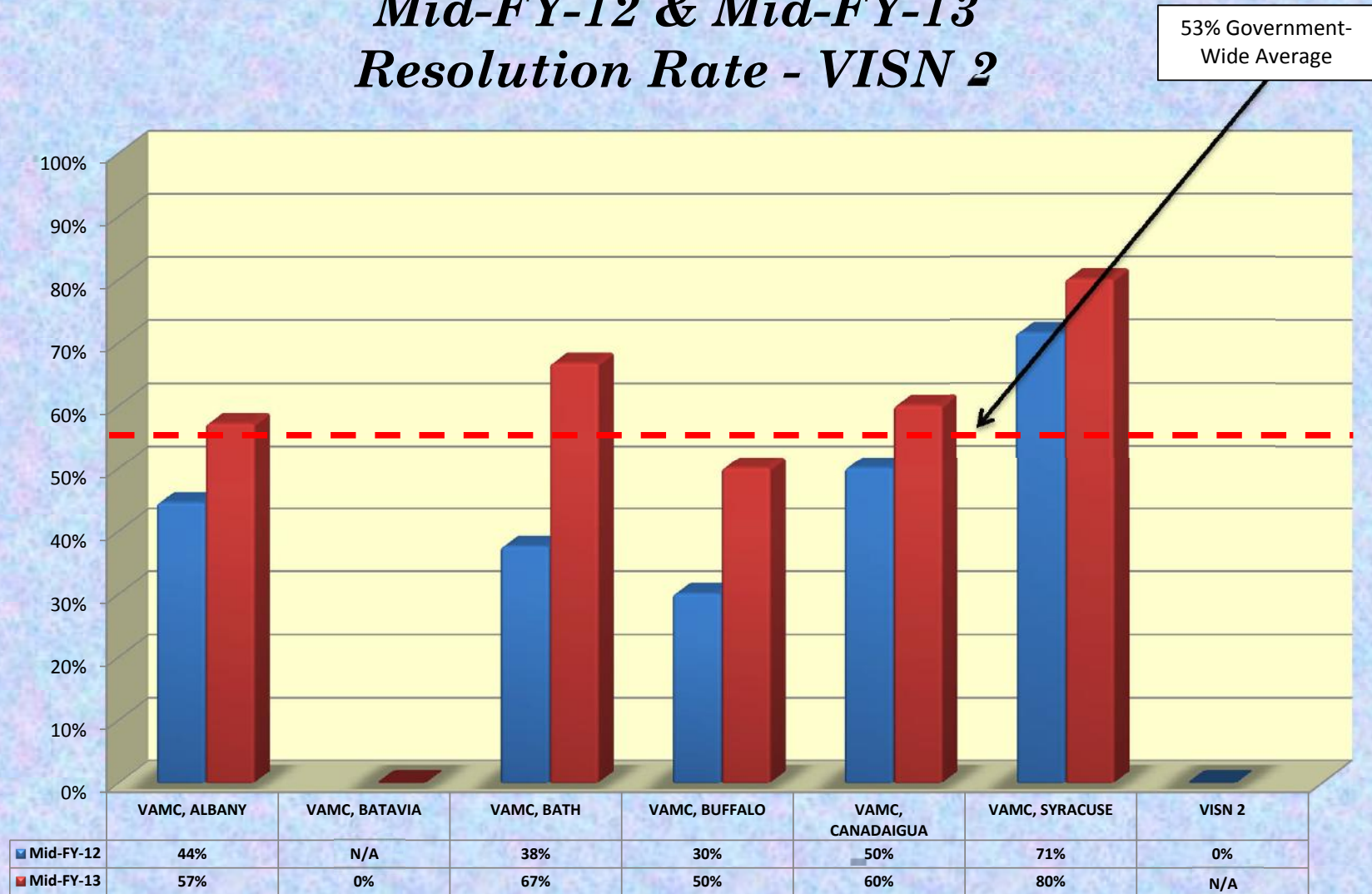
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 2



Data Source: ADRTTracker System

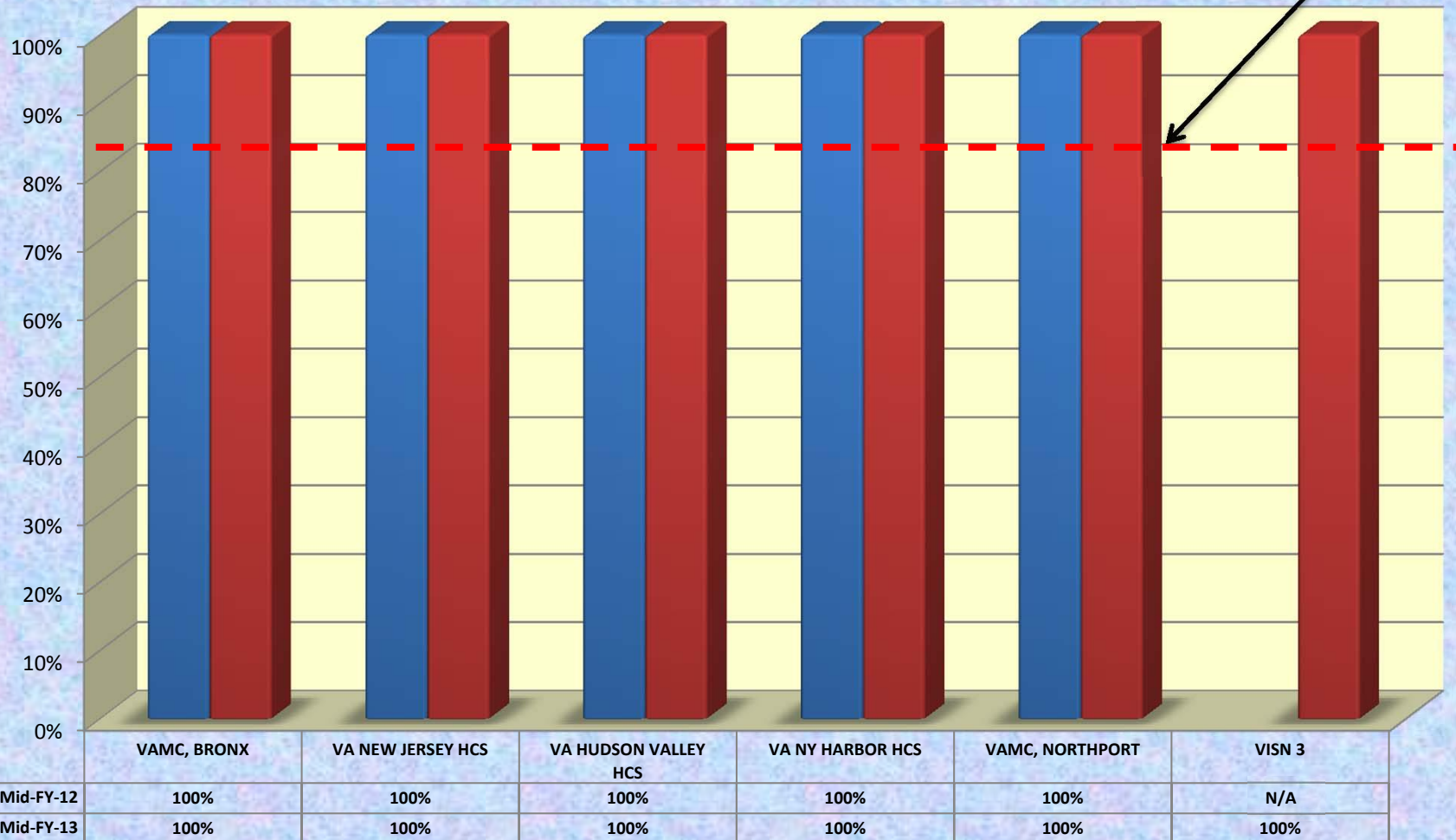
Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

ADR Offer Rate - VISN 3

80% Government-Wide Target

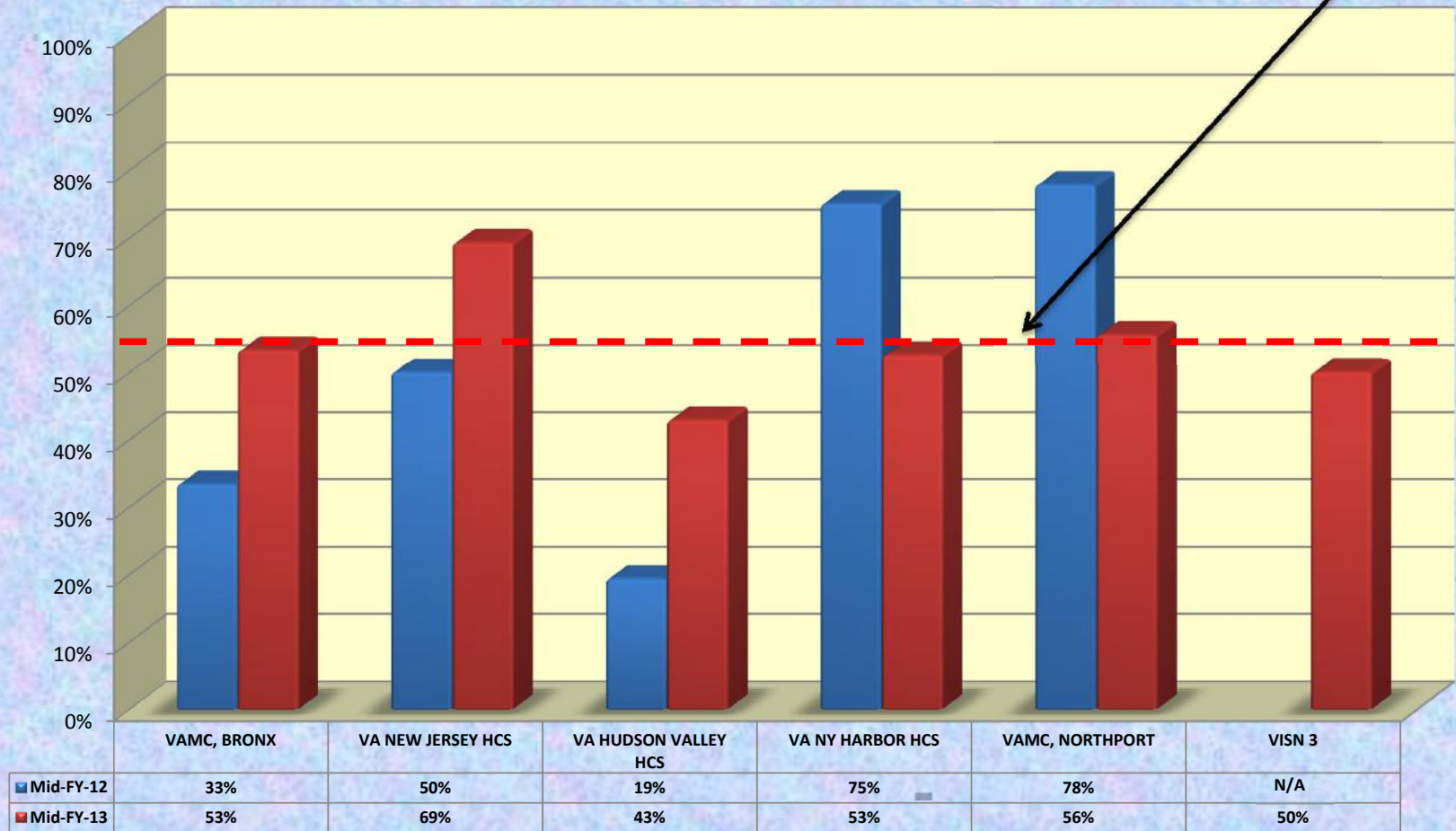


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 3

54% VA-Wide
Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

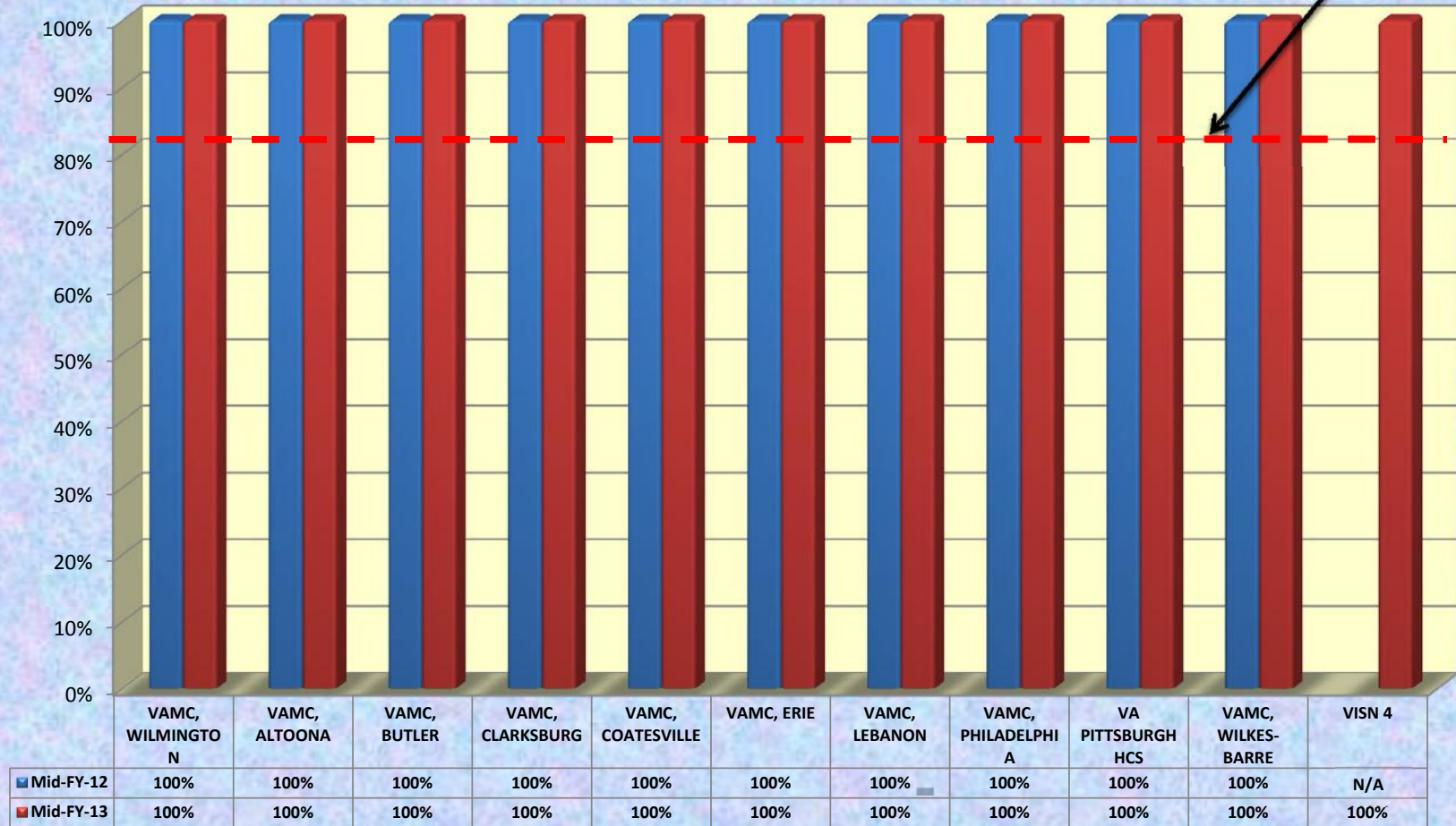
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 4

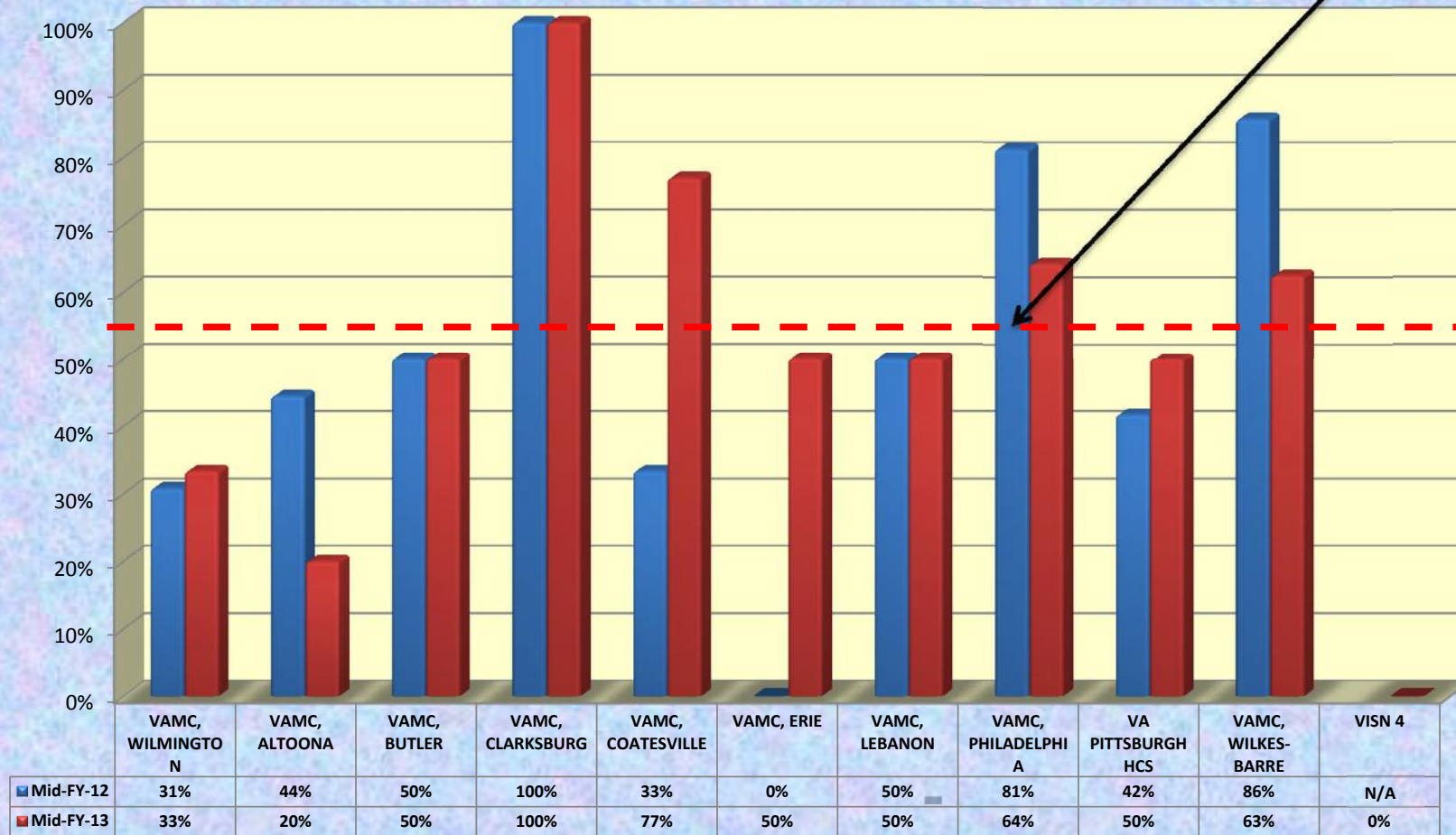


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 4

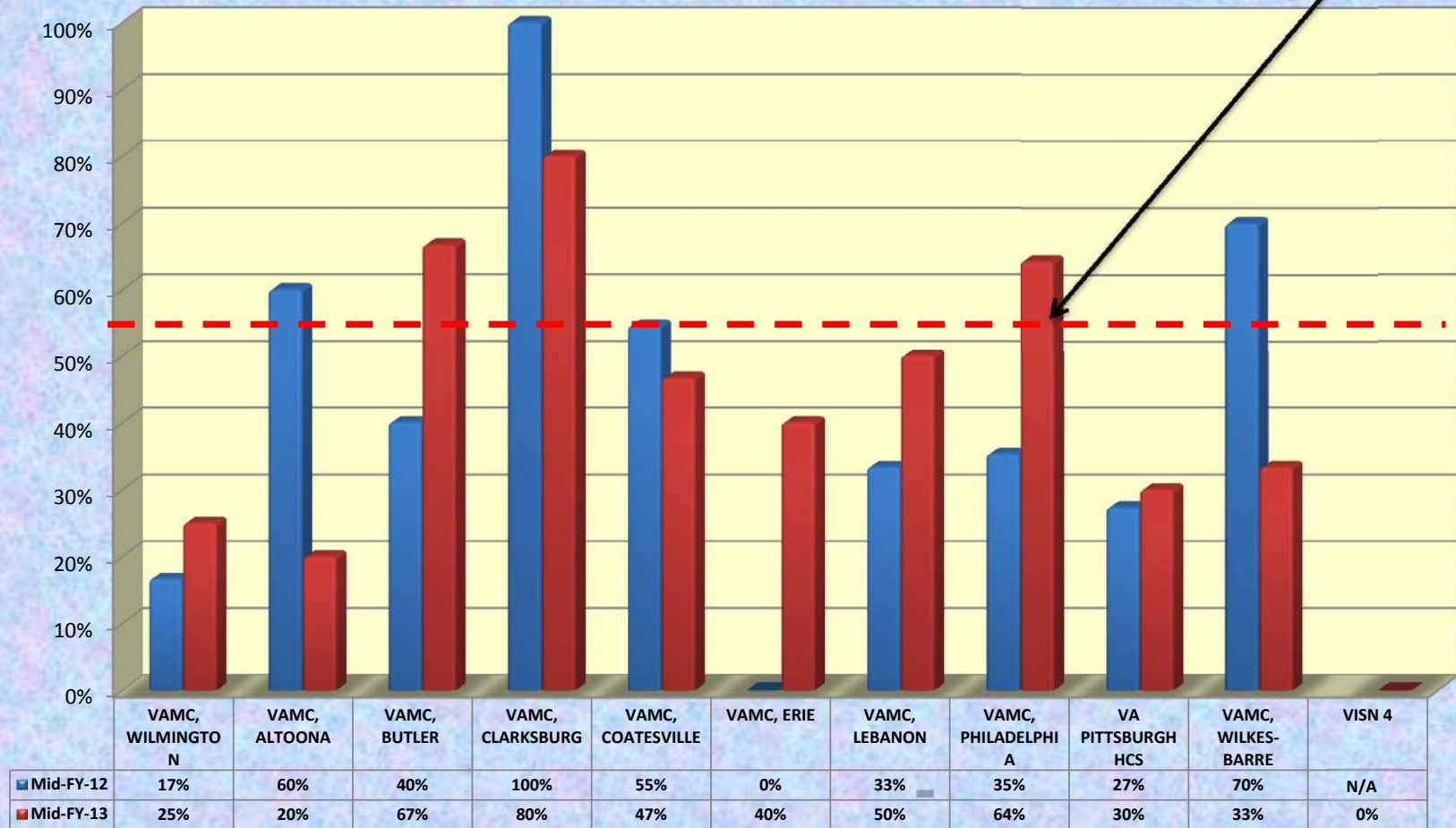
54% VA-Wide
Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

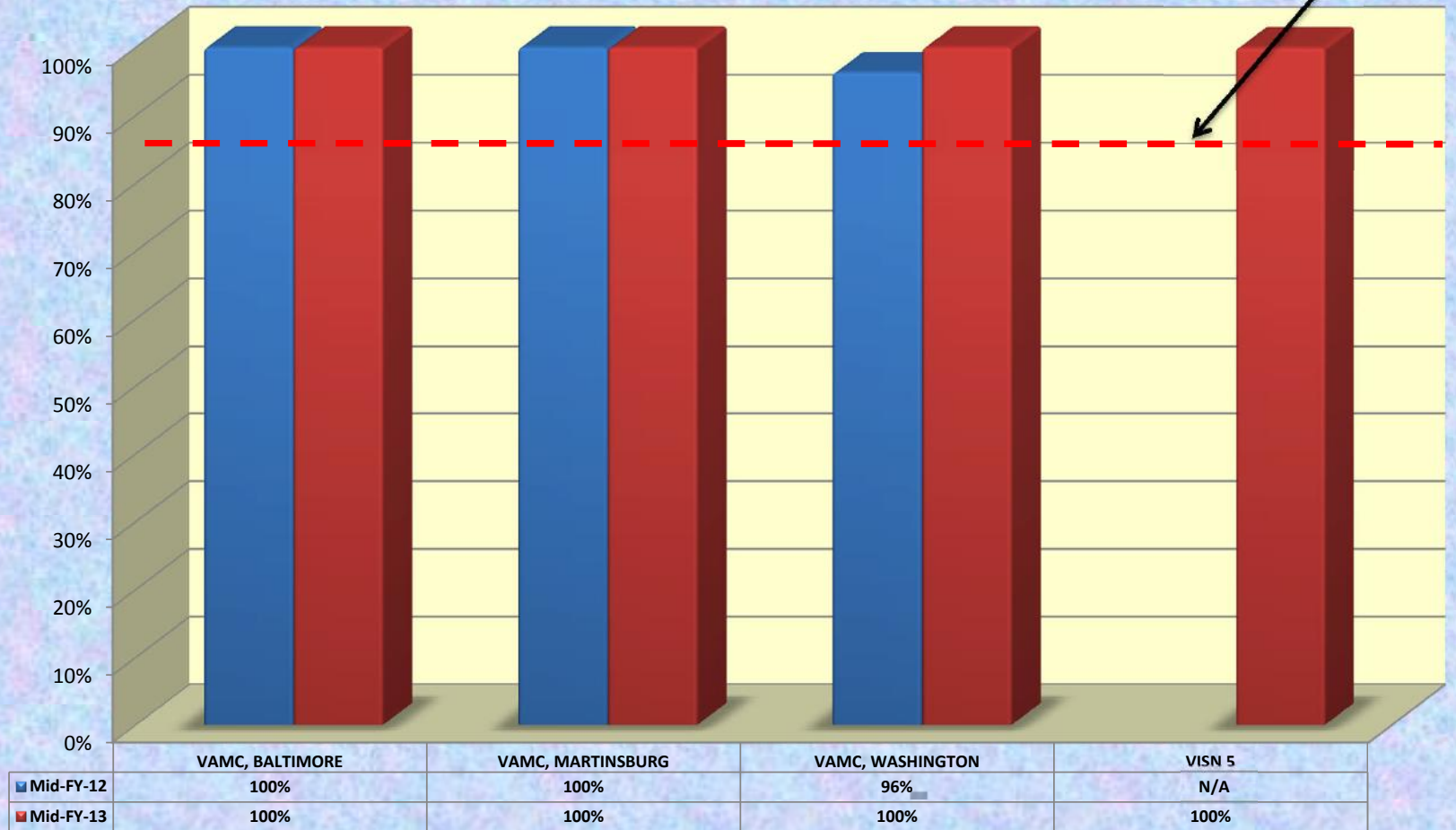
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

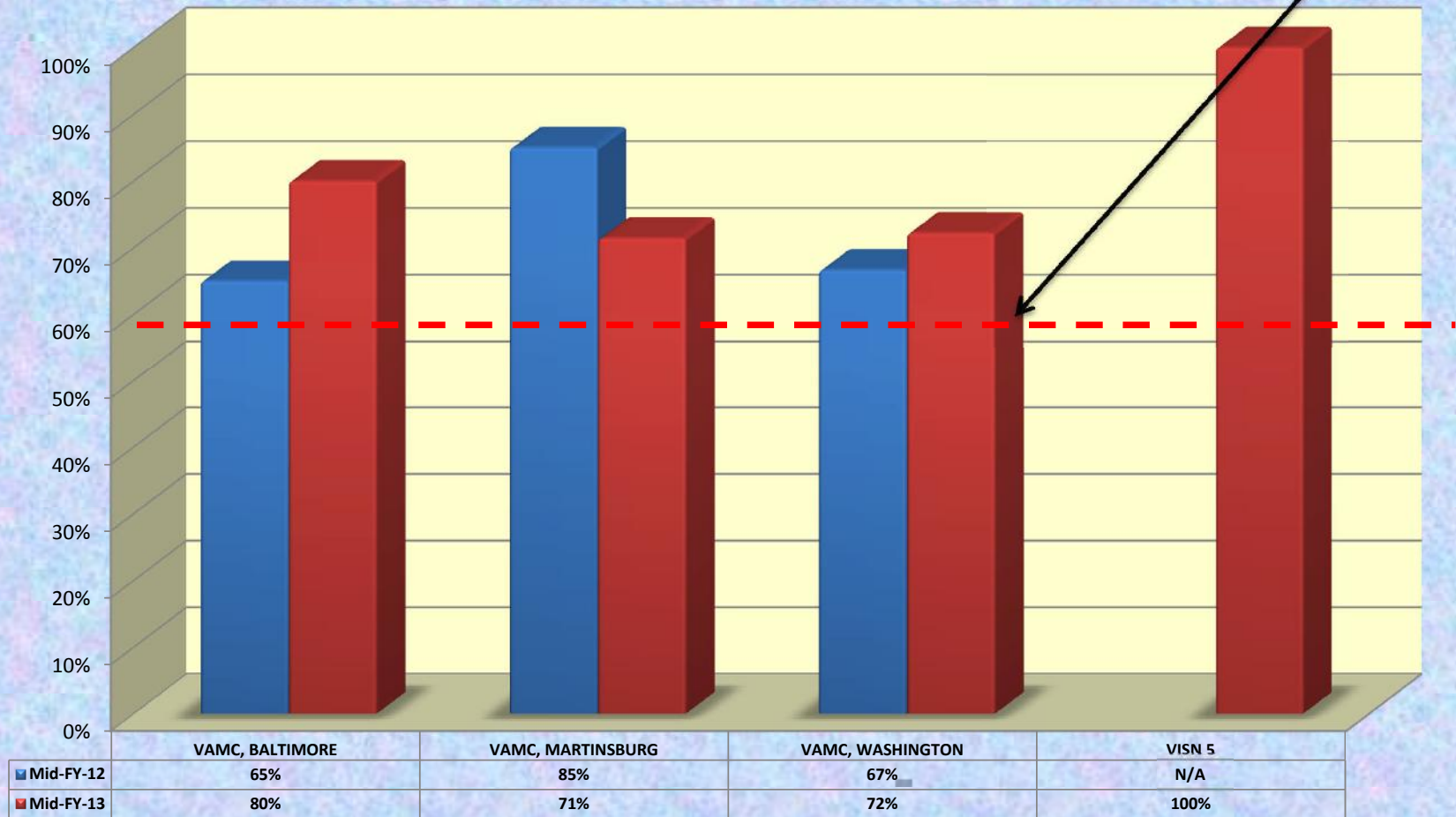
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

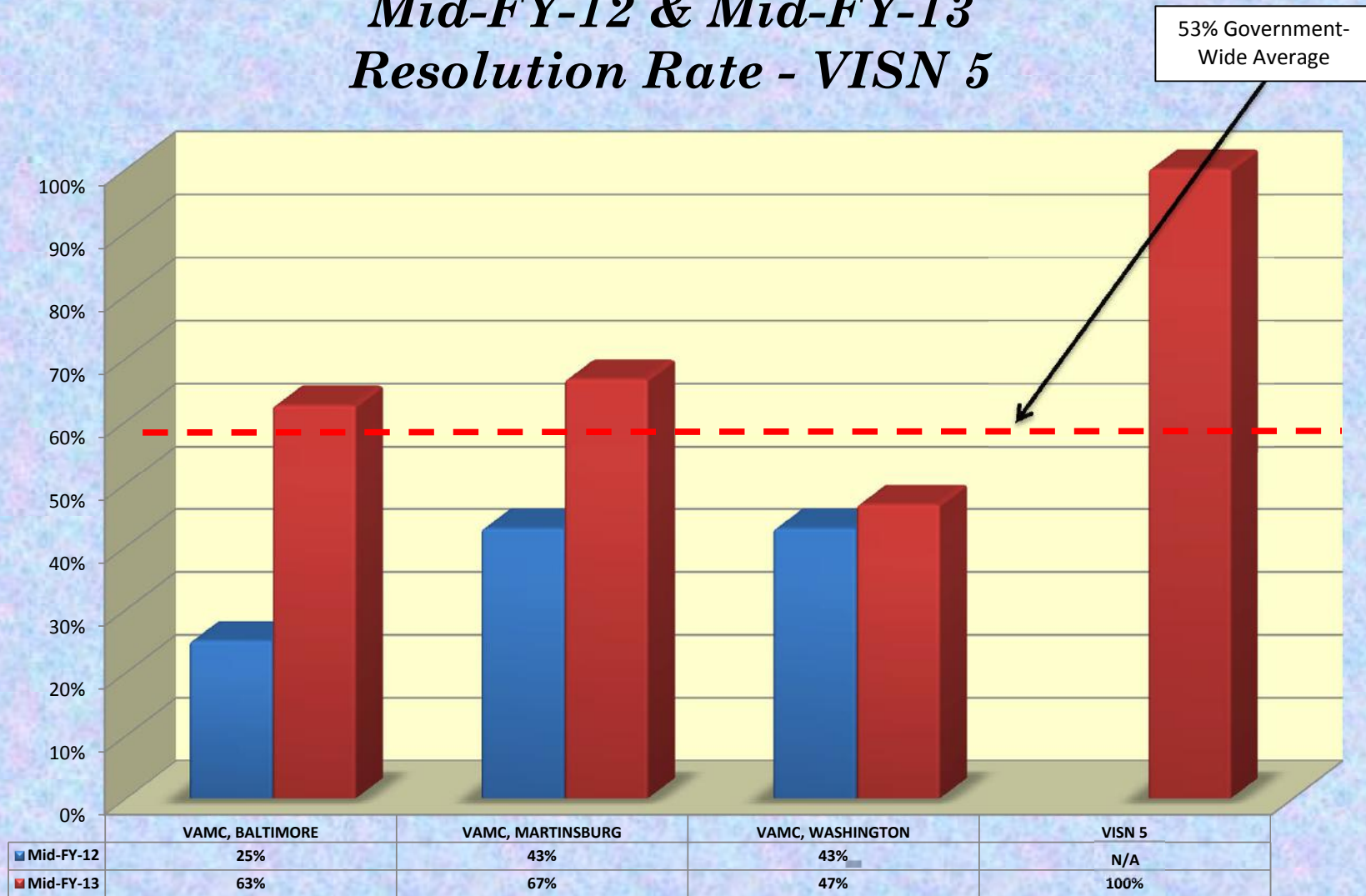
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

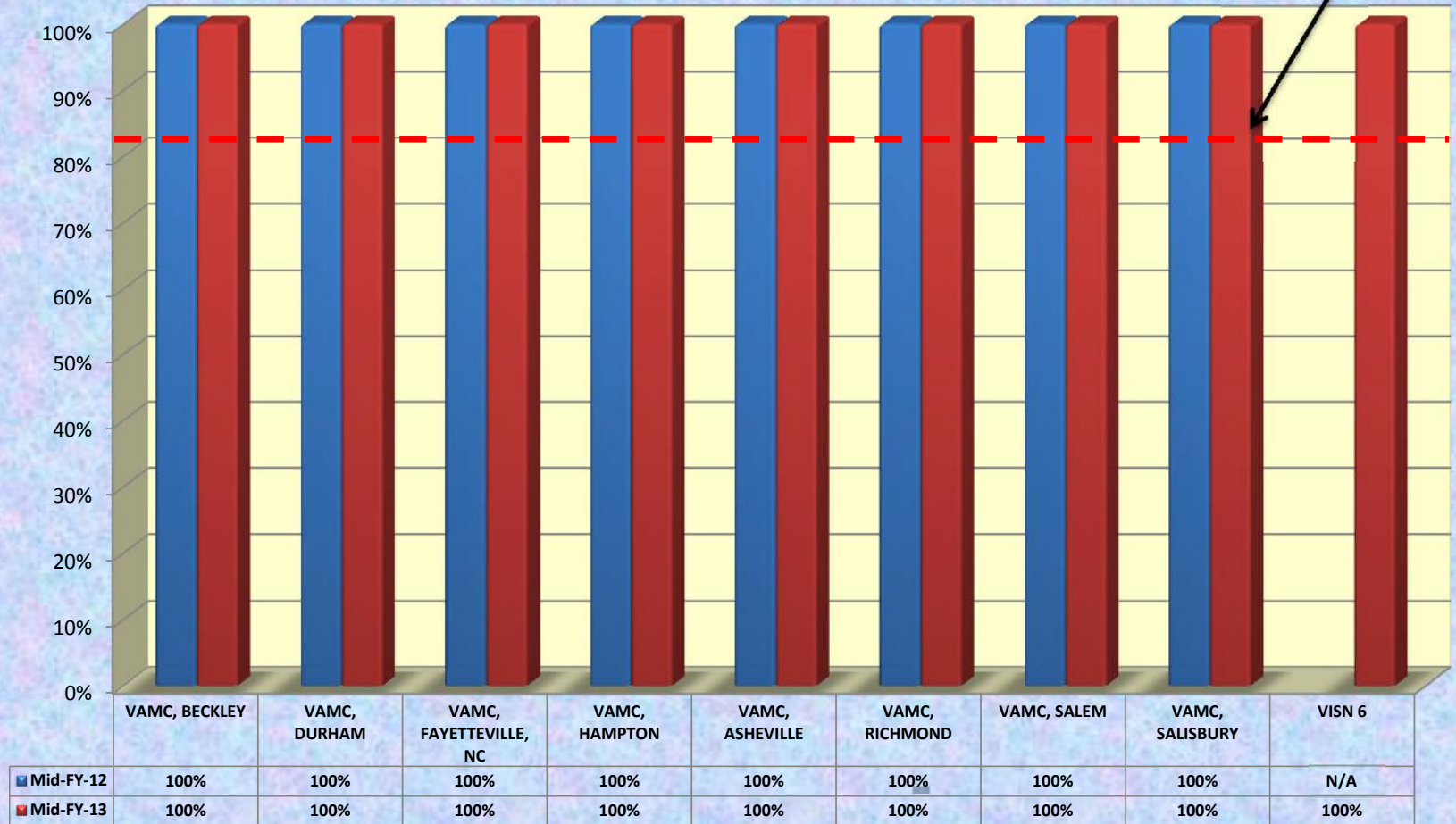
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 6



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

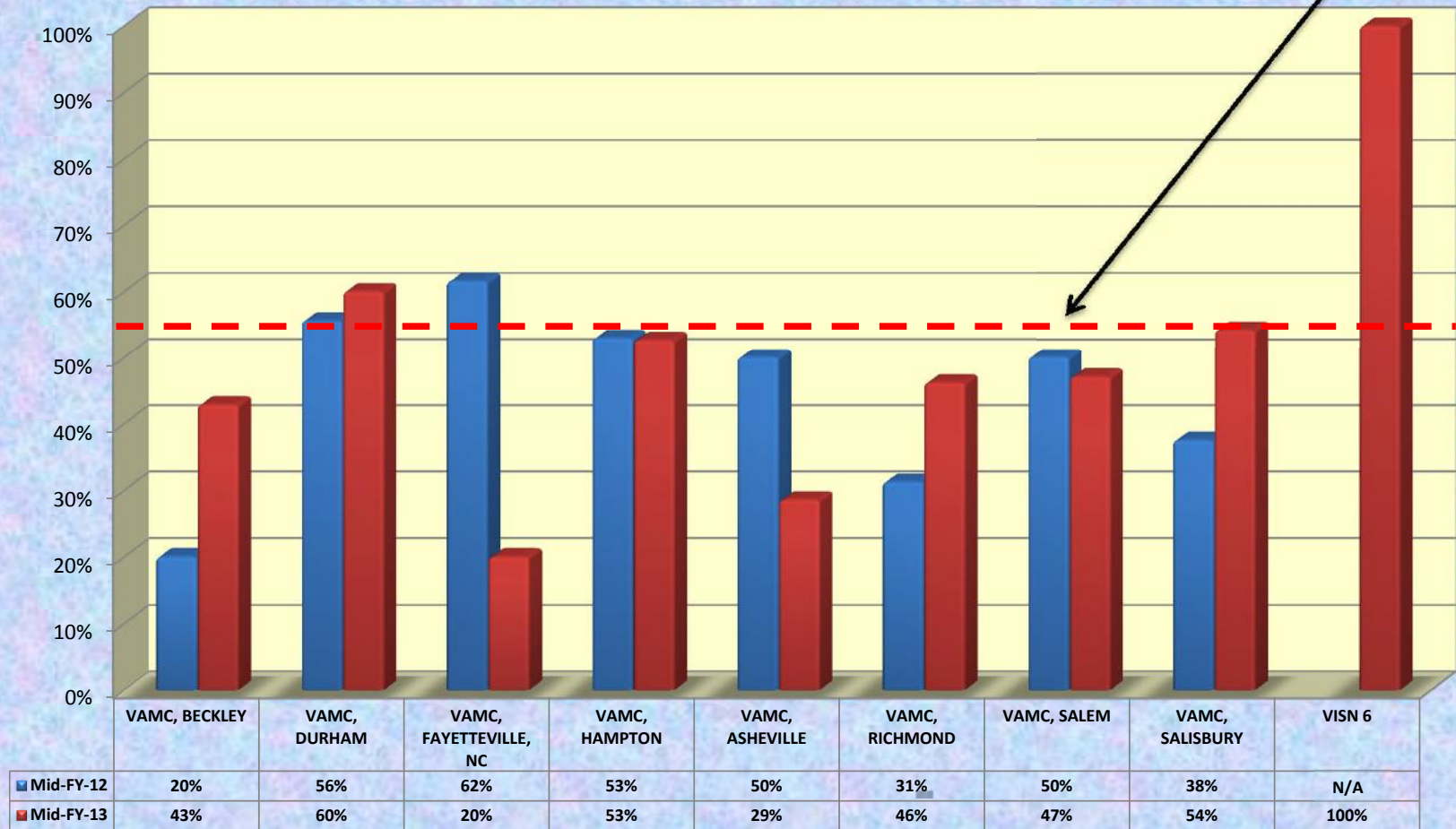
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 6



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

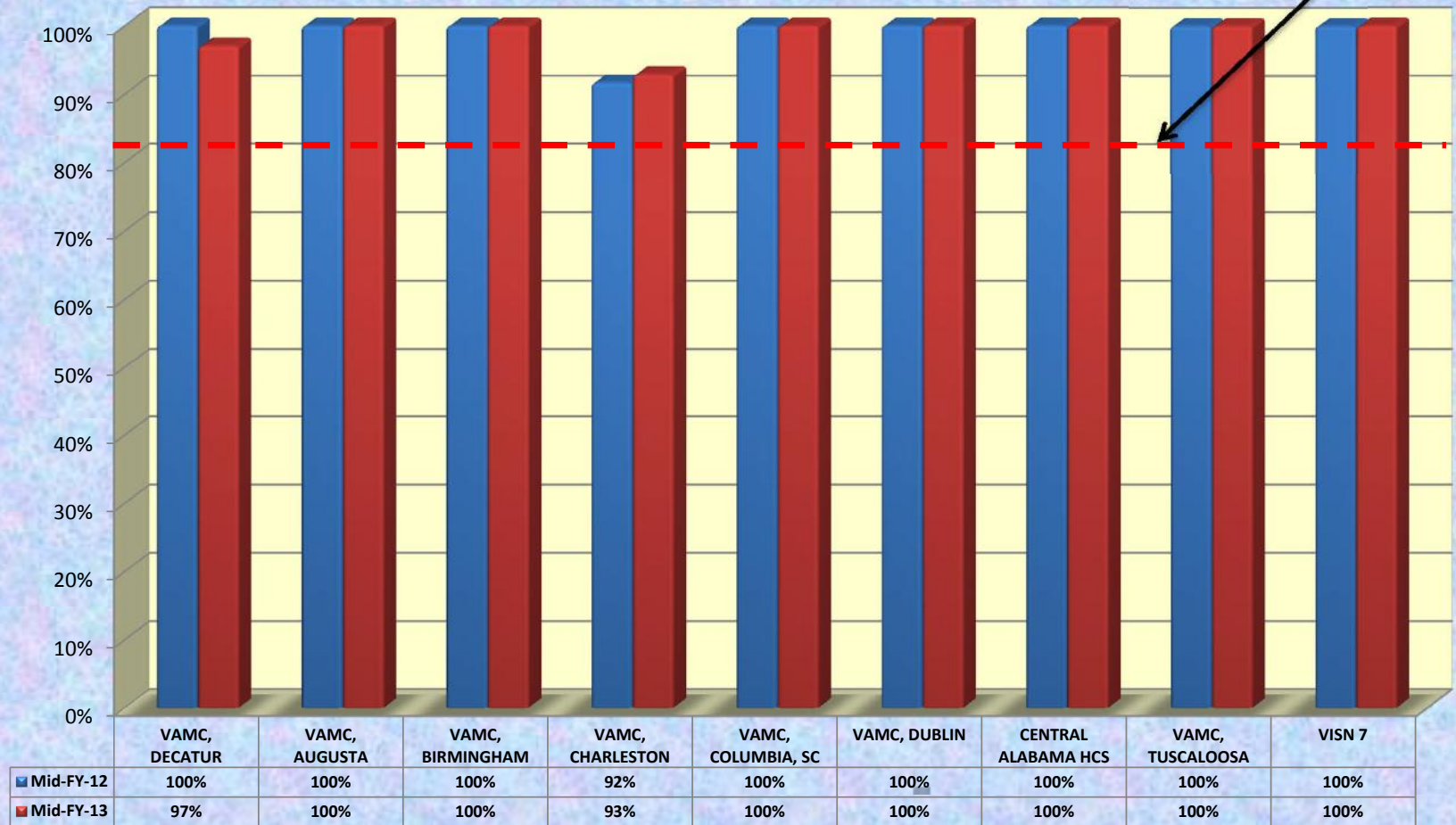
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 6



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 7

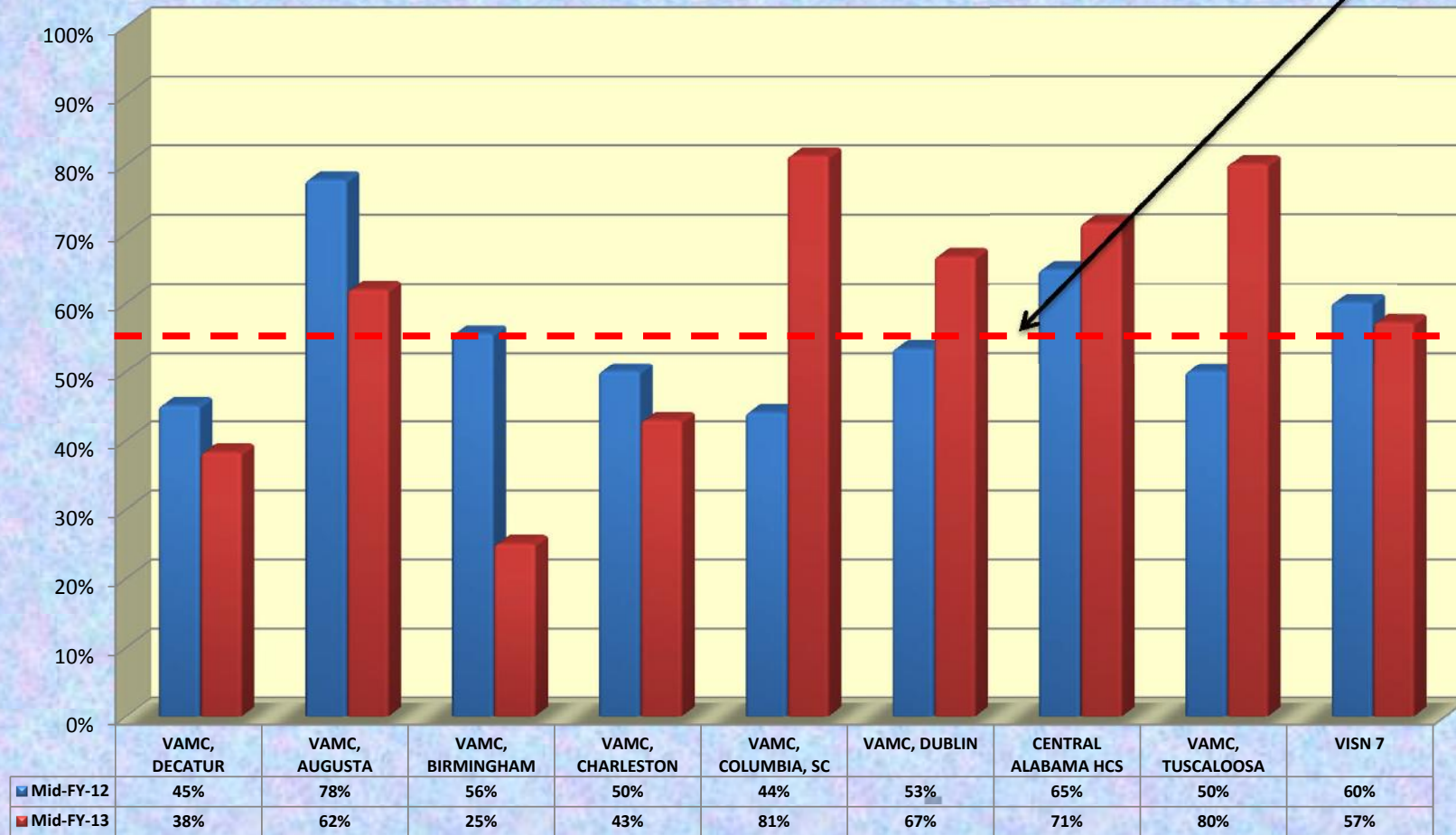


Data Source: ADRTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 7

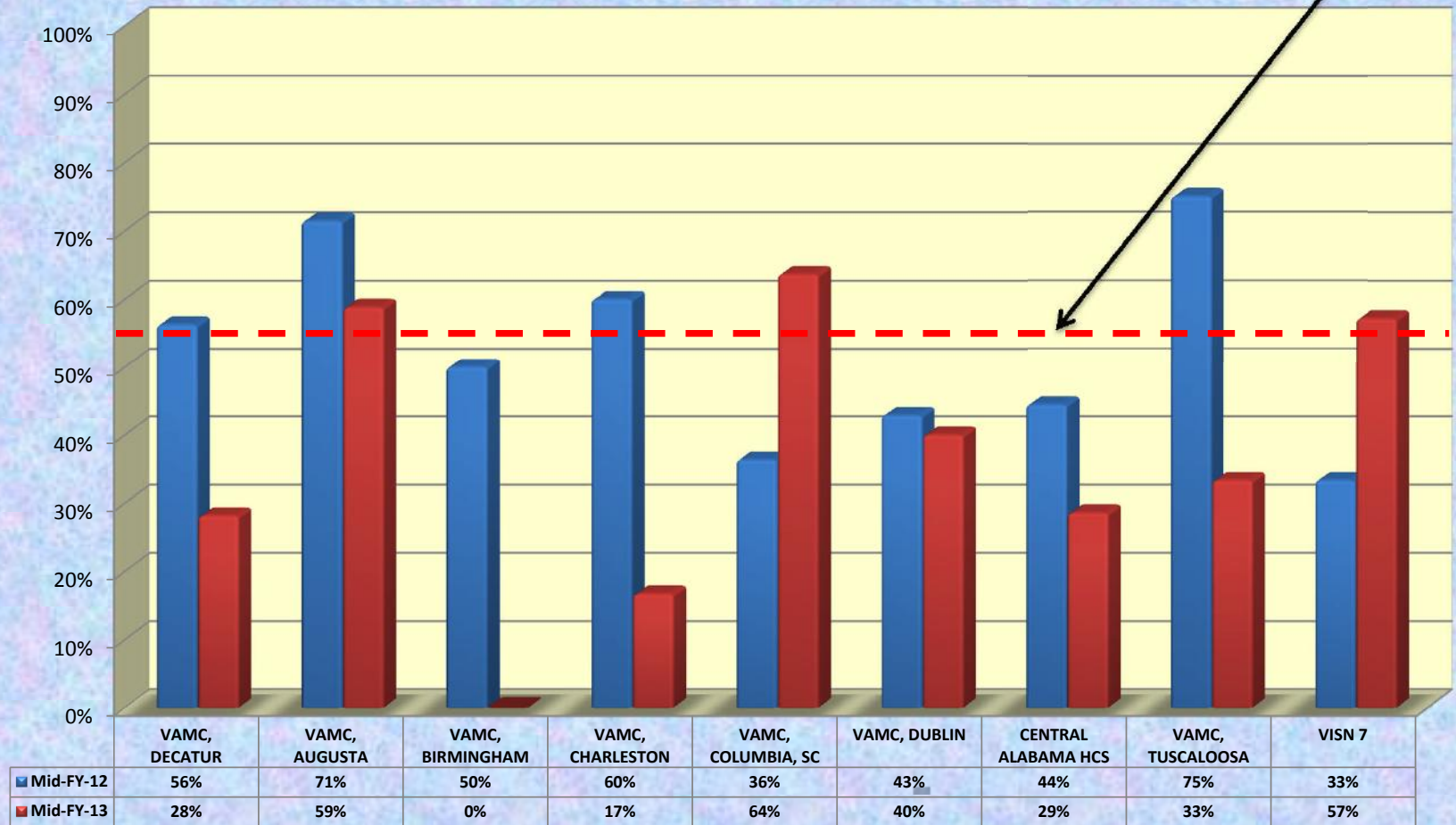
54% VA-Wide
Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 7



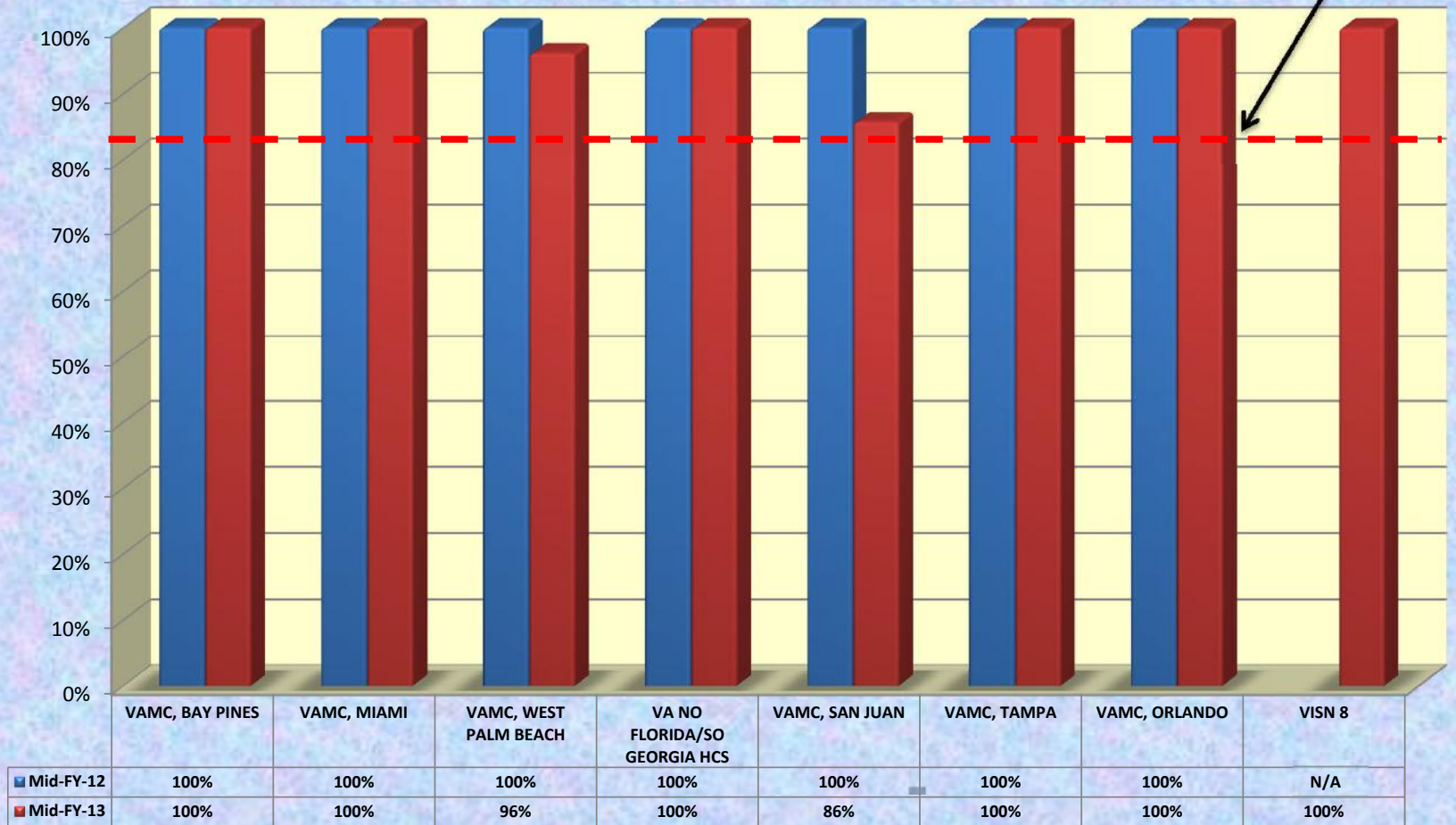
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

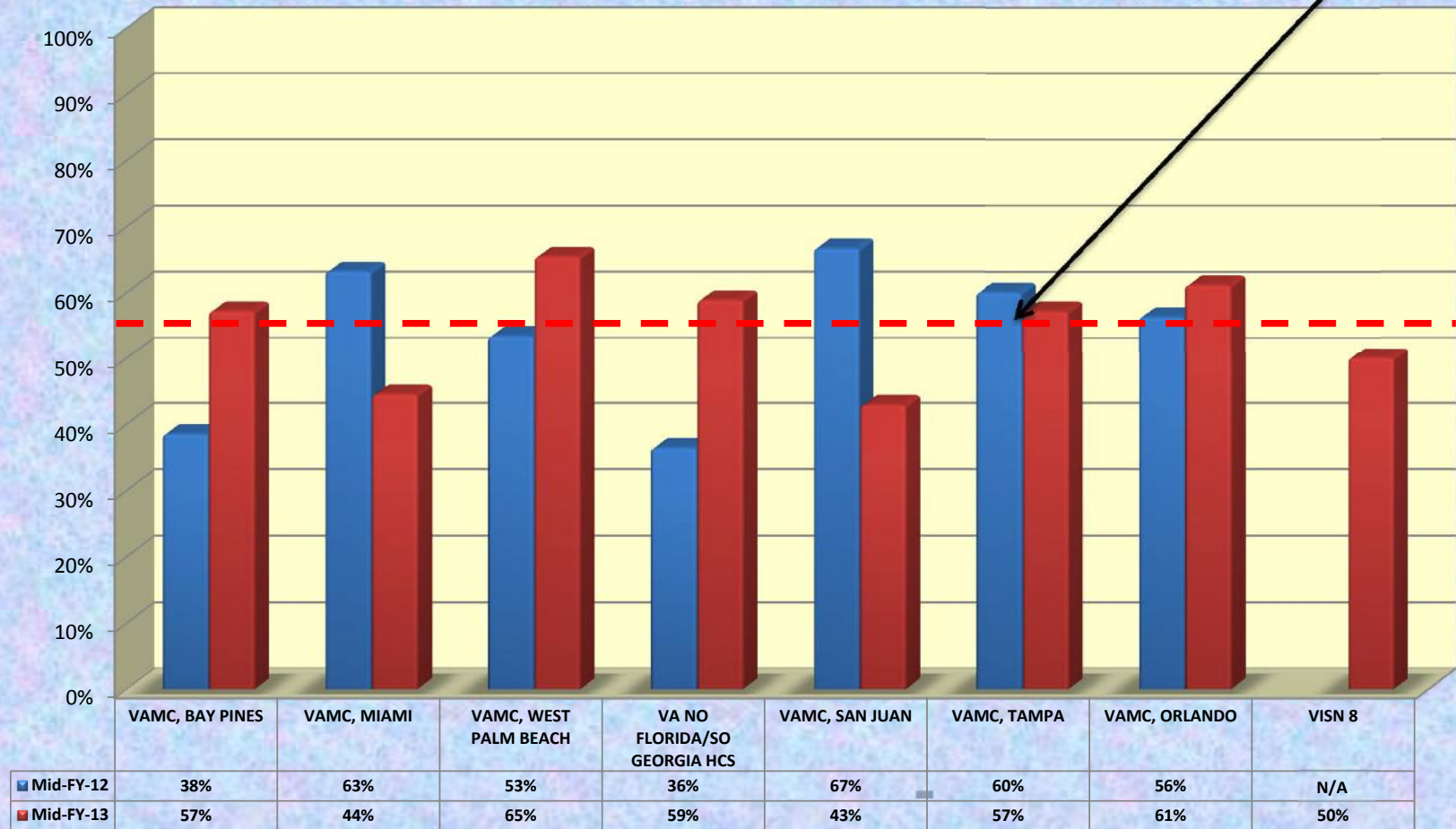
ADR Offer Rate - VISN 8



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

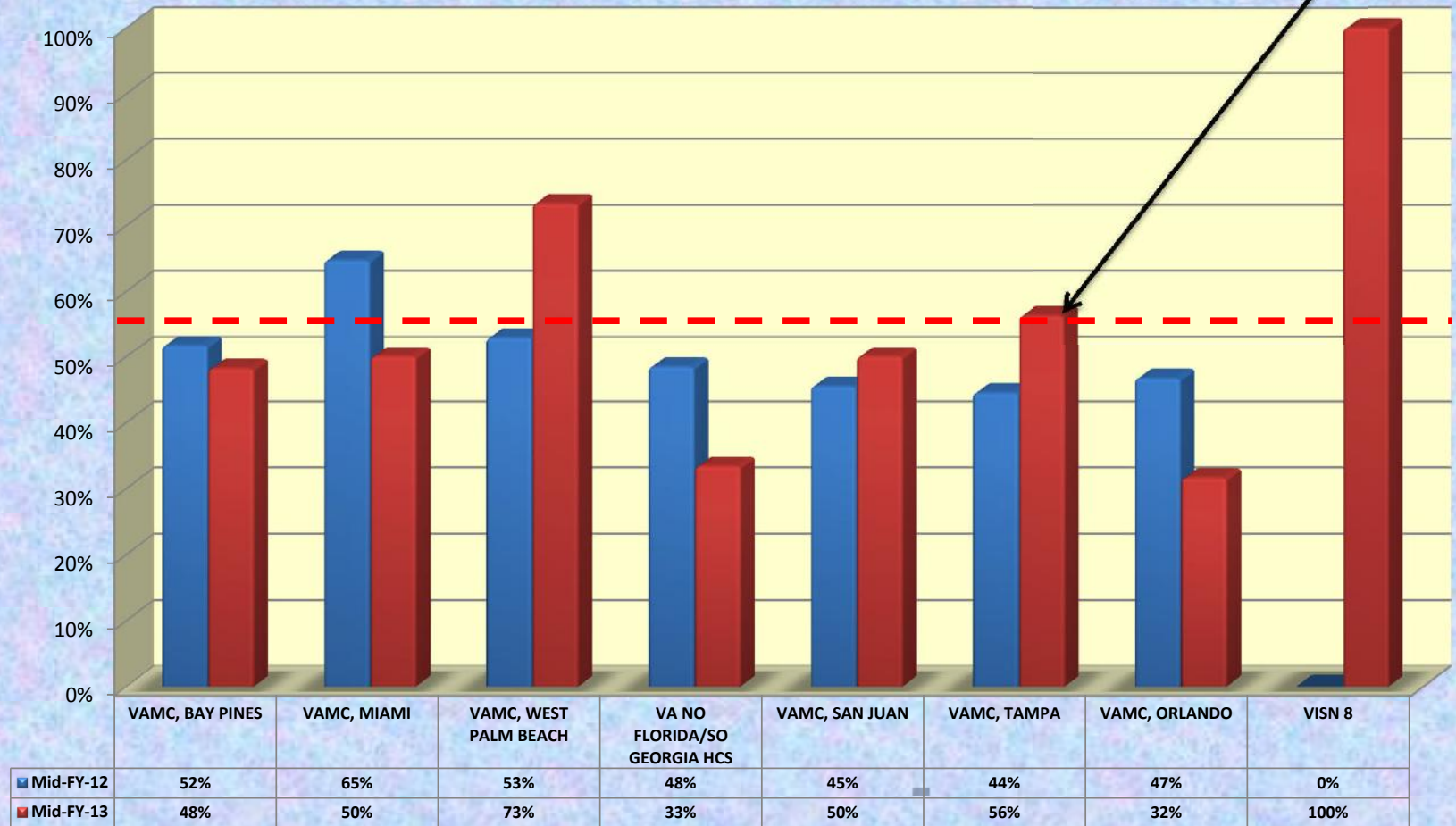
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 8



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 8

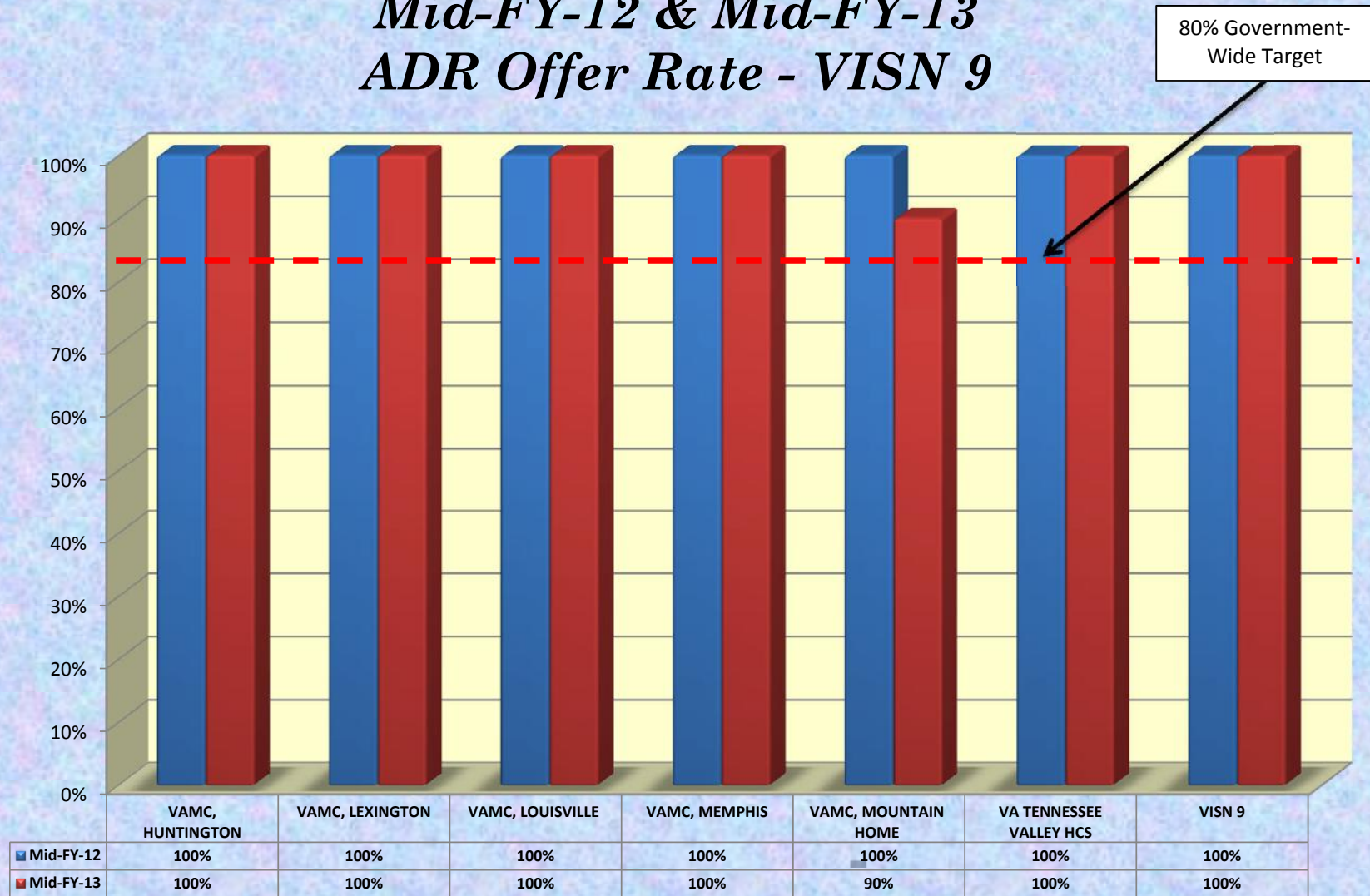


53% Government-Wide Average

Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

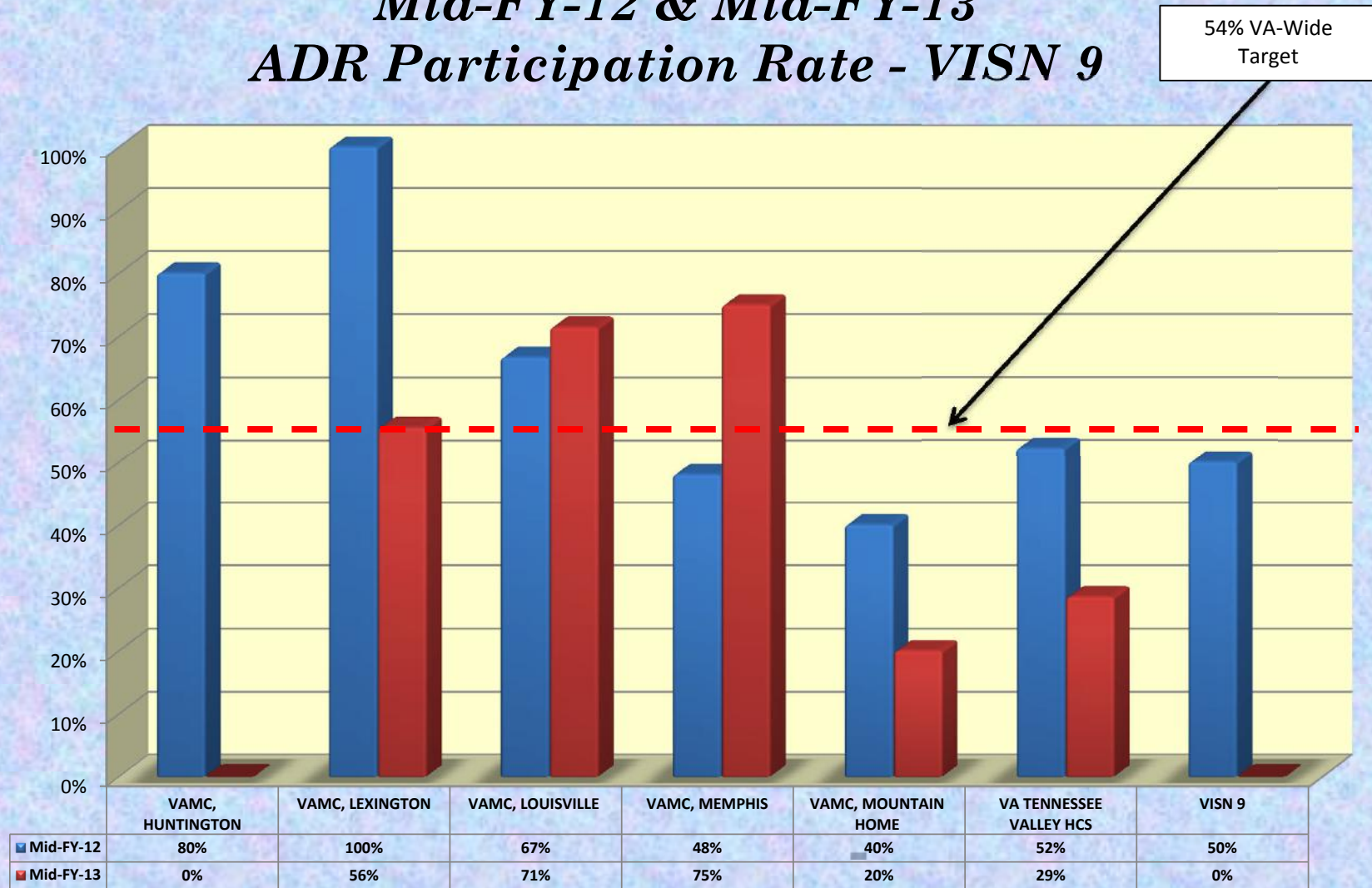
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 9



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

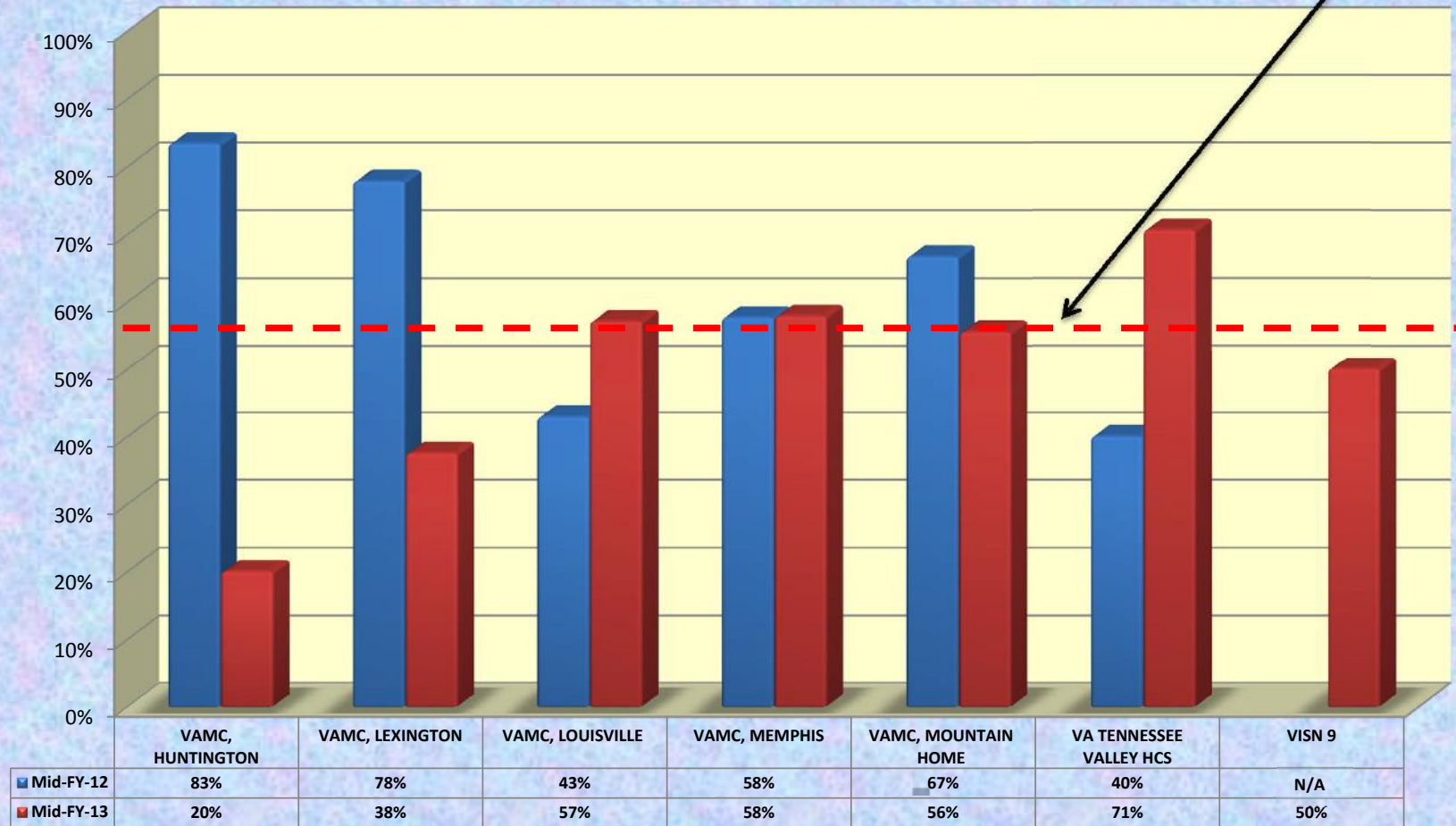
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 9



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

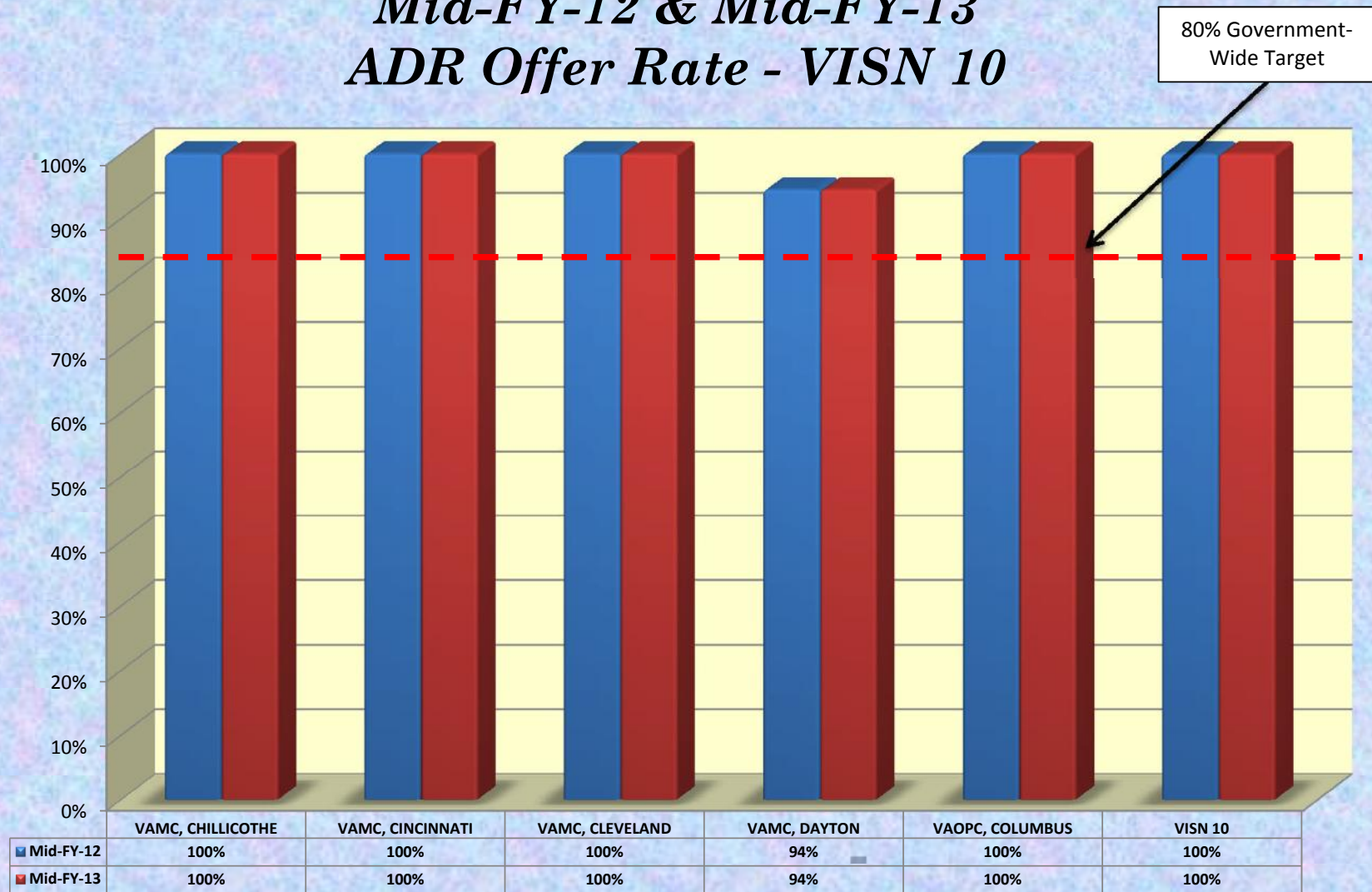
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 9



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

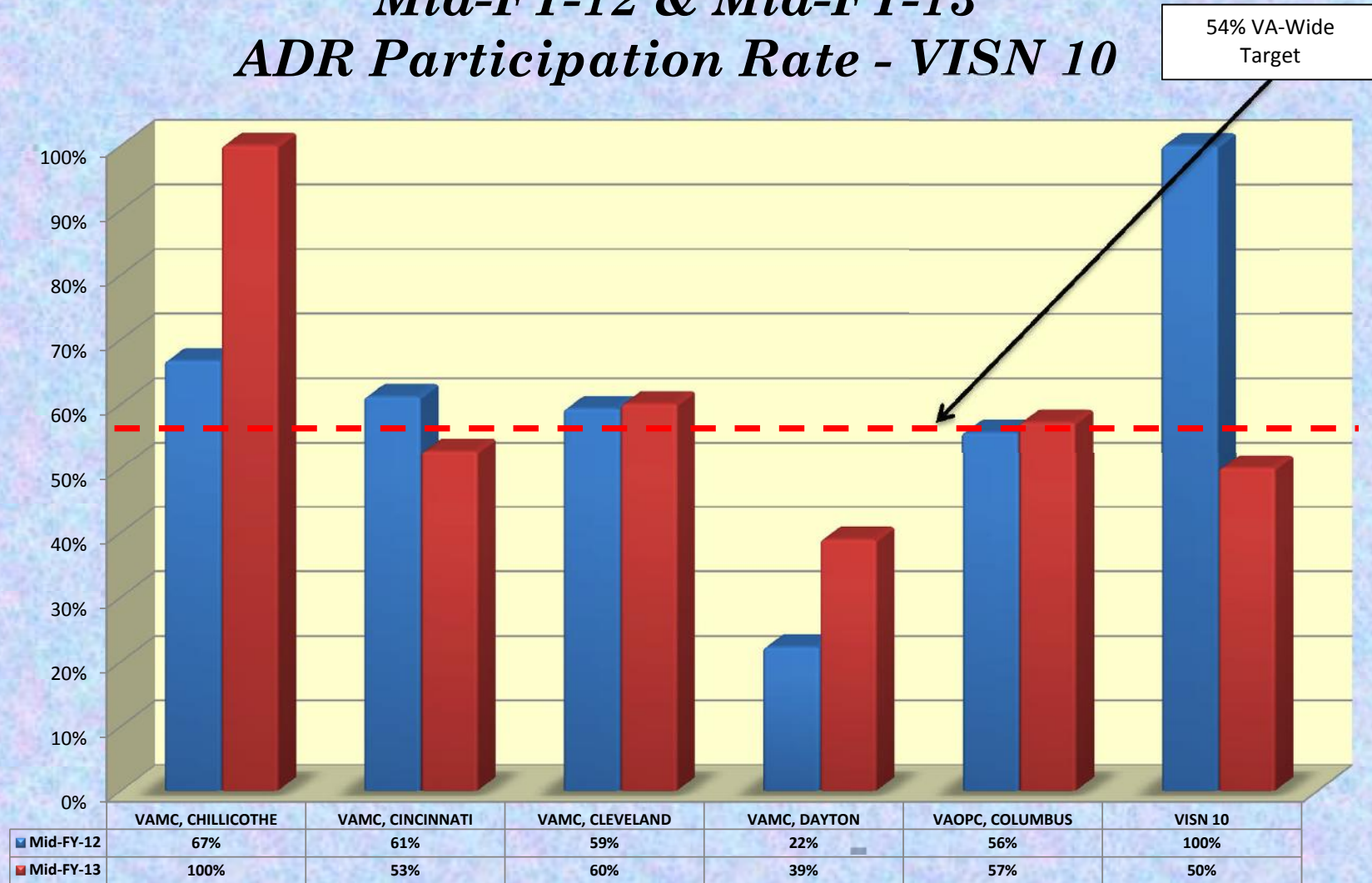
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 10



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 10



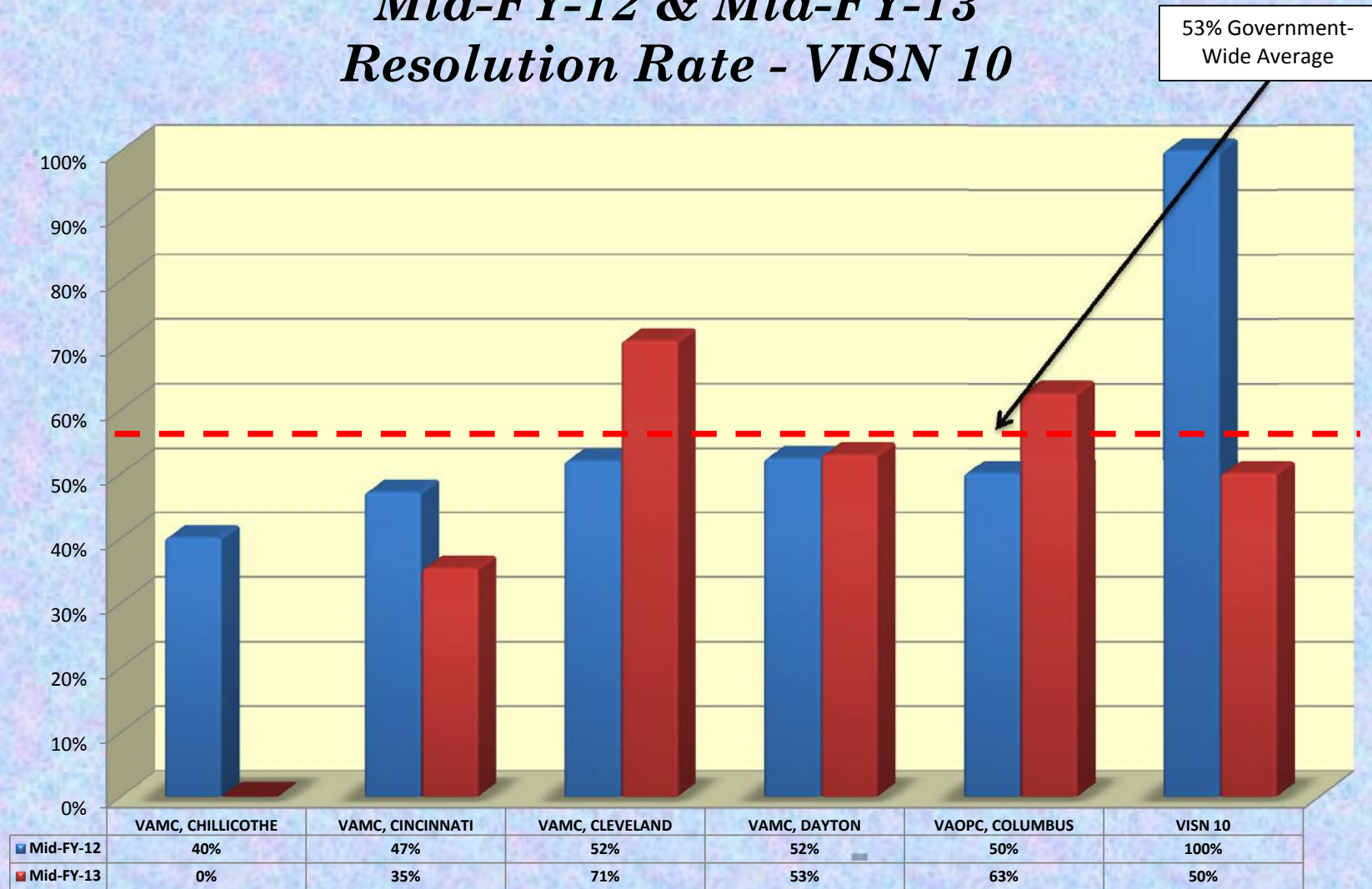
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Resolution Rate - VISN 10



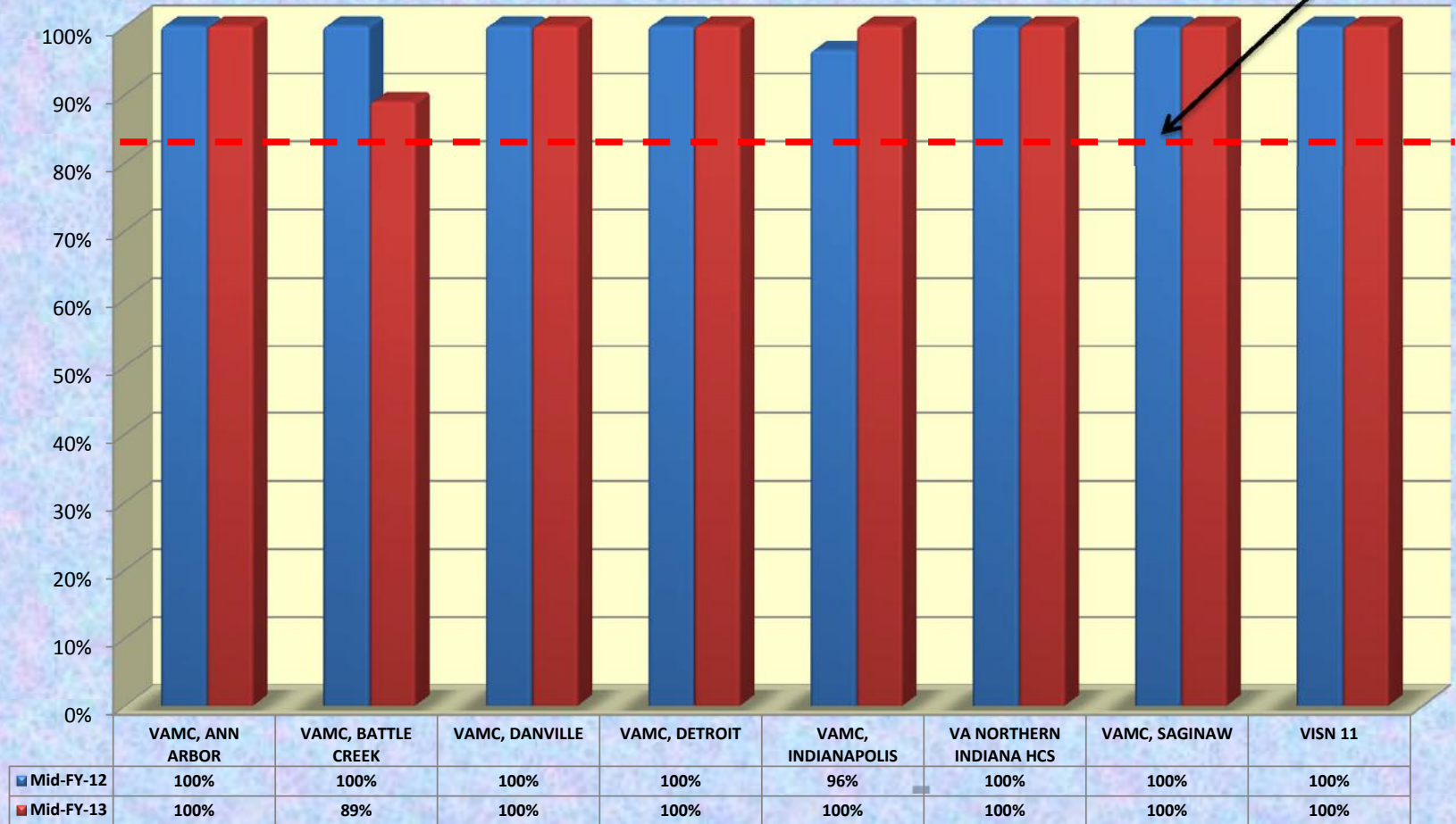
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

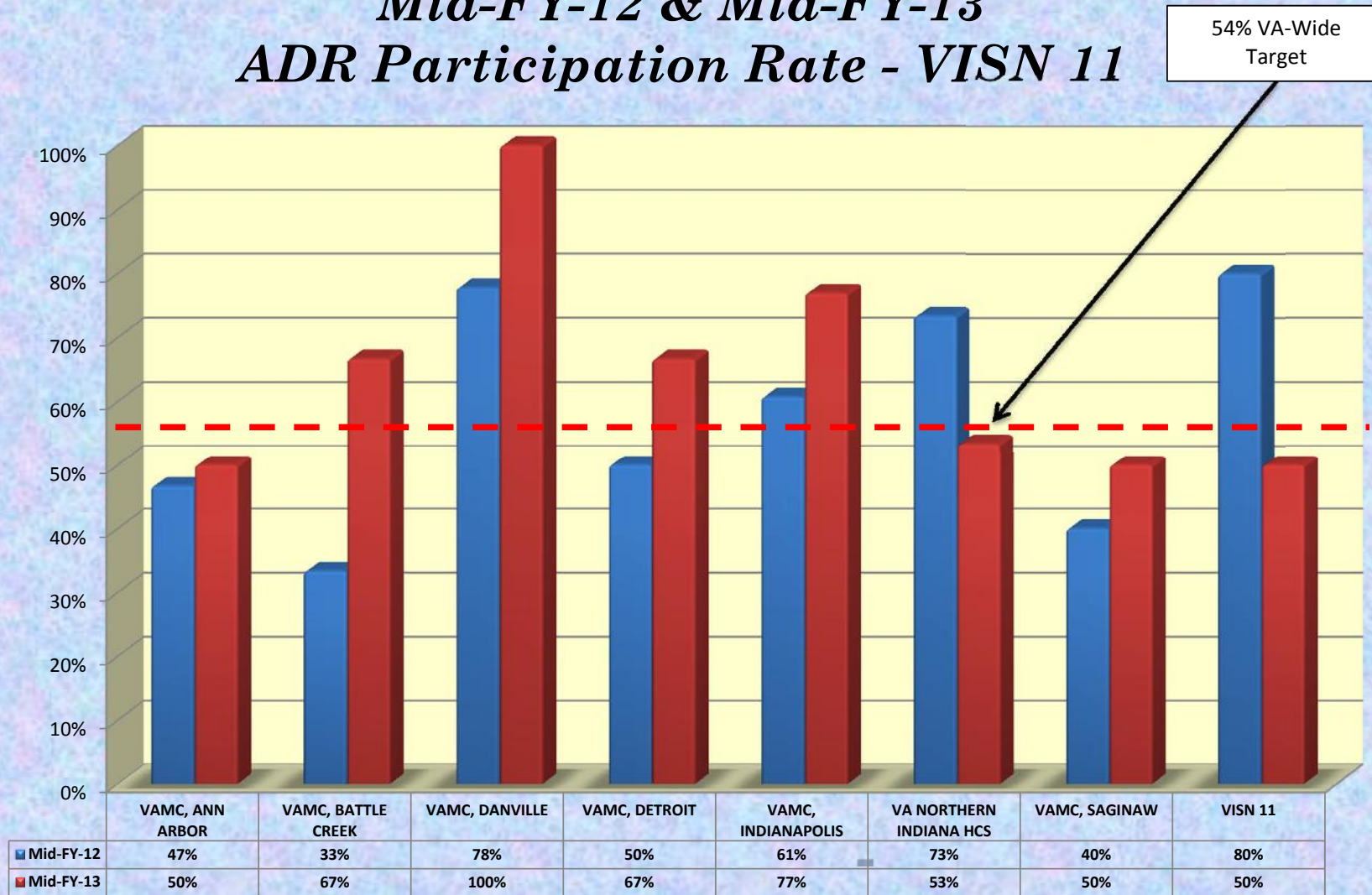
ADR Offer Rate - VISN 11



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

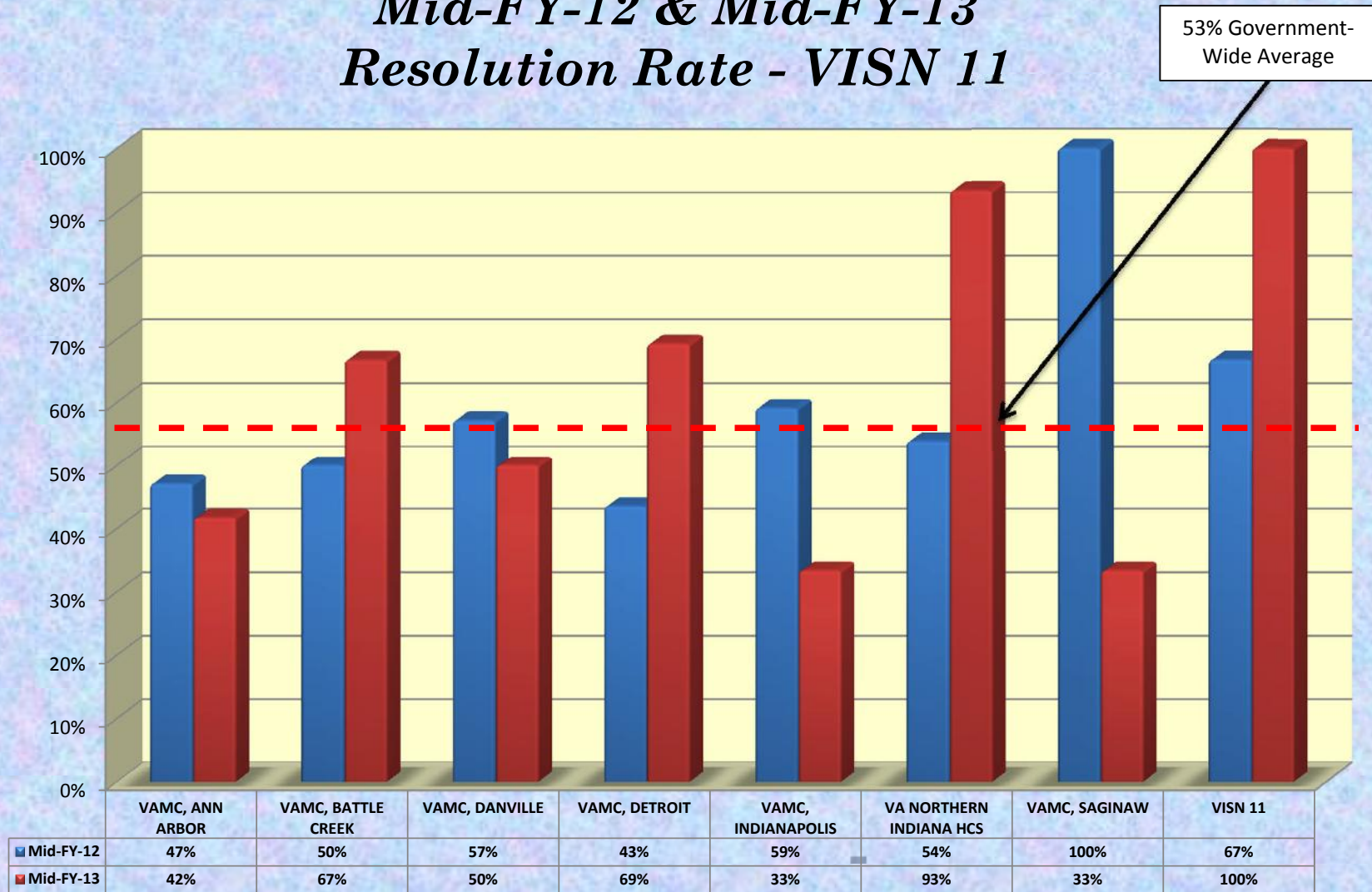
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 11



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

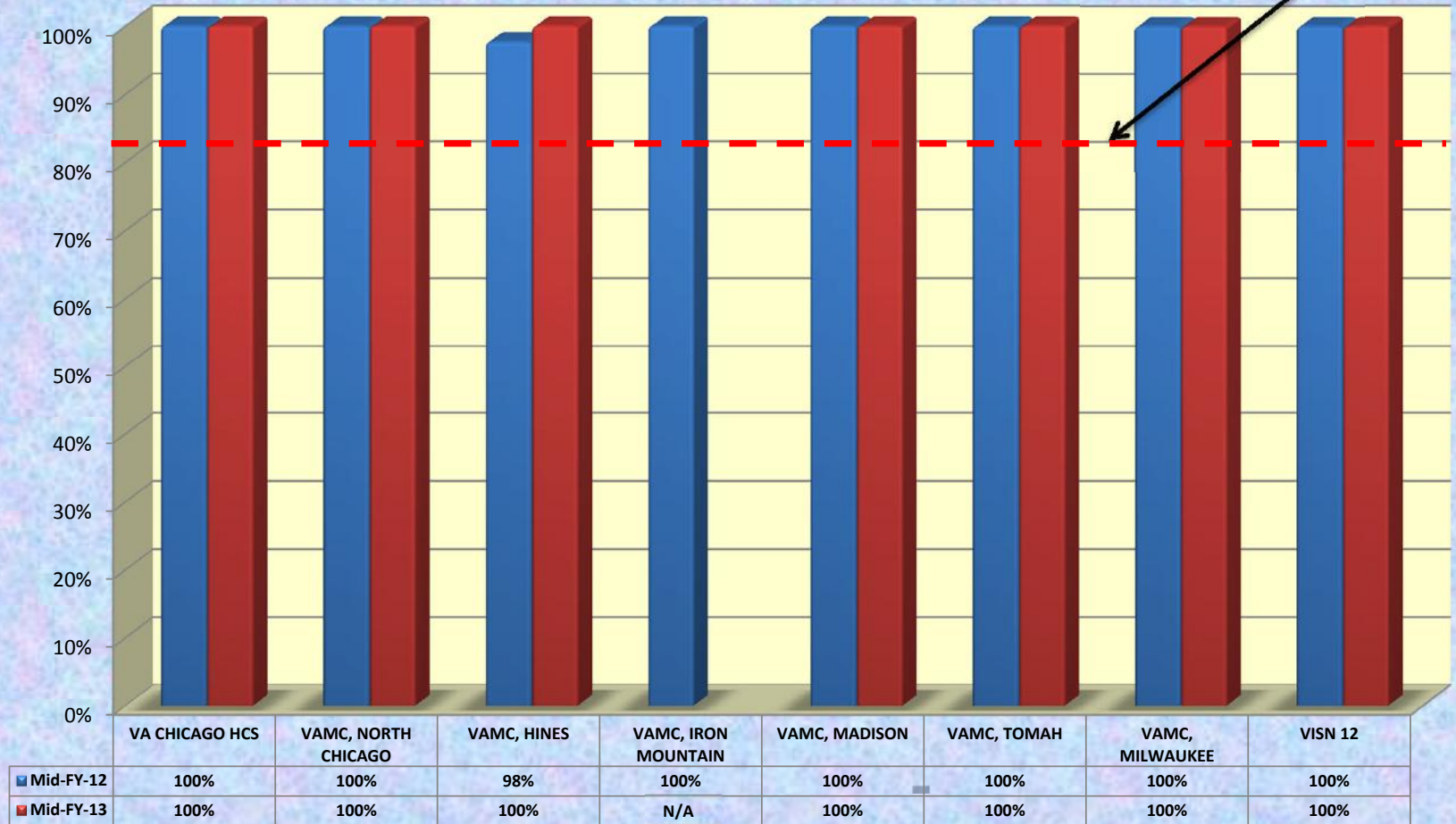
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 11



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 12

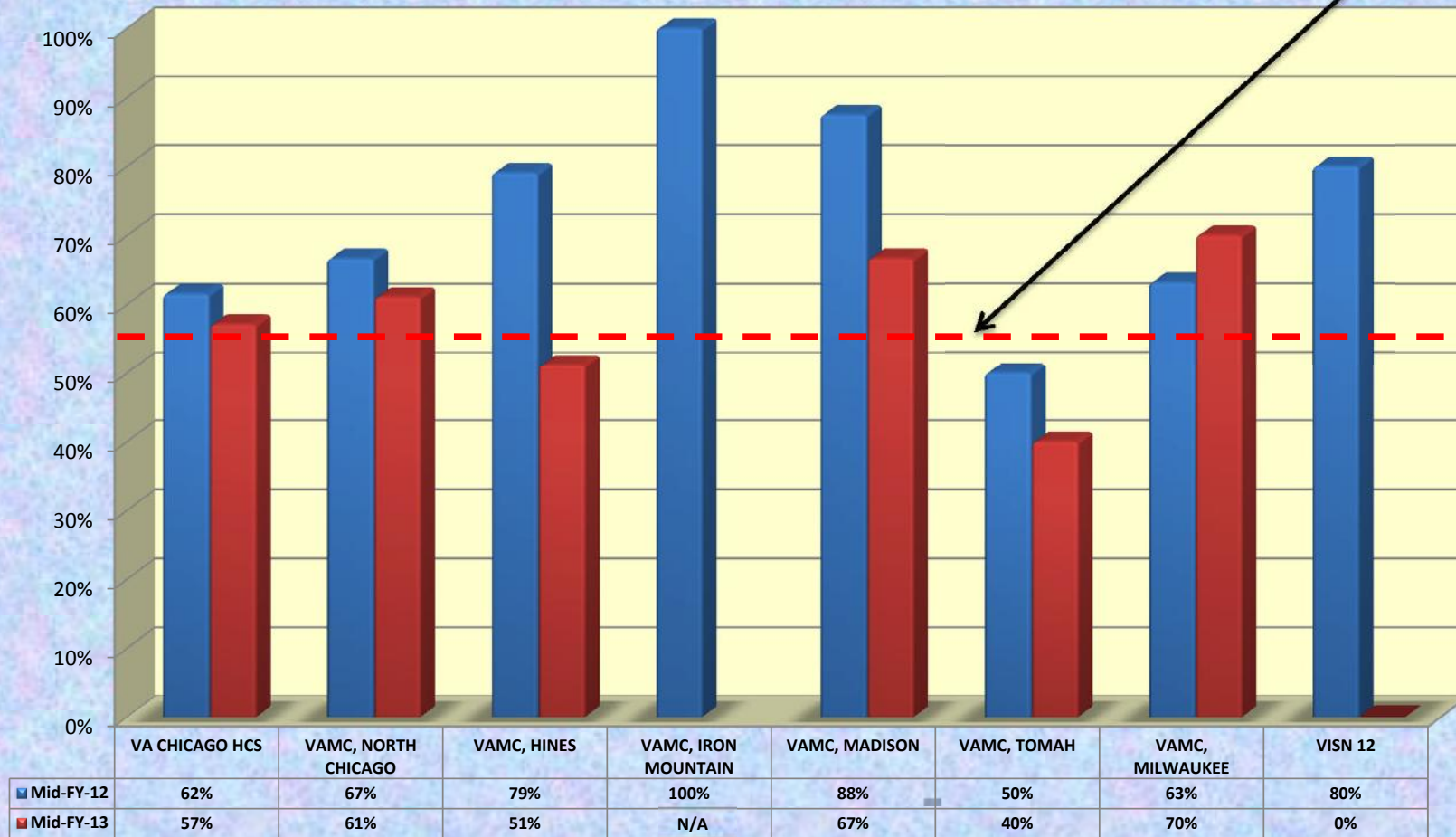


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 12

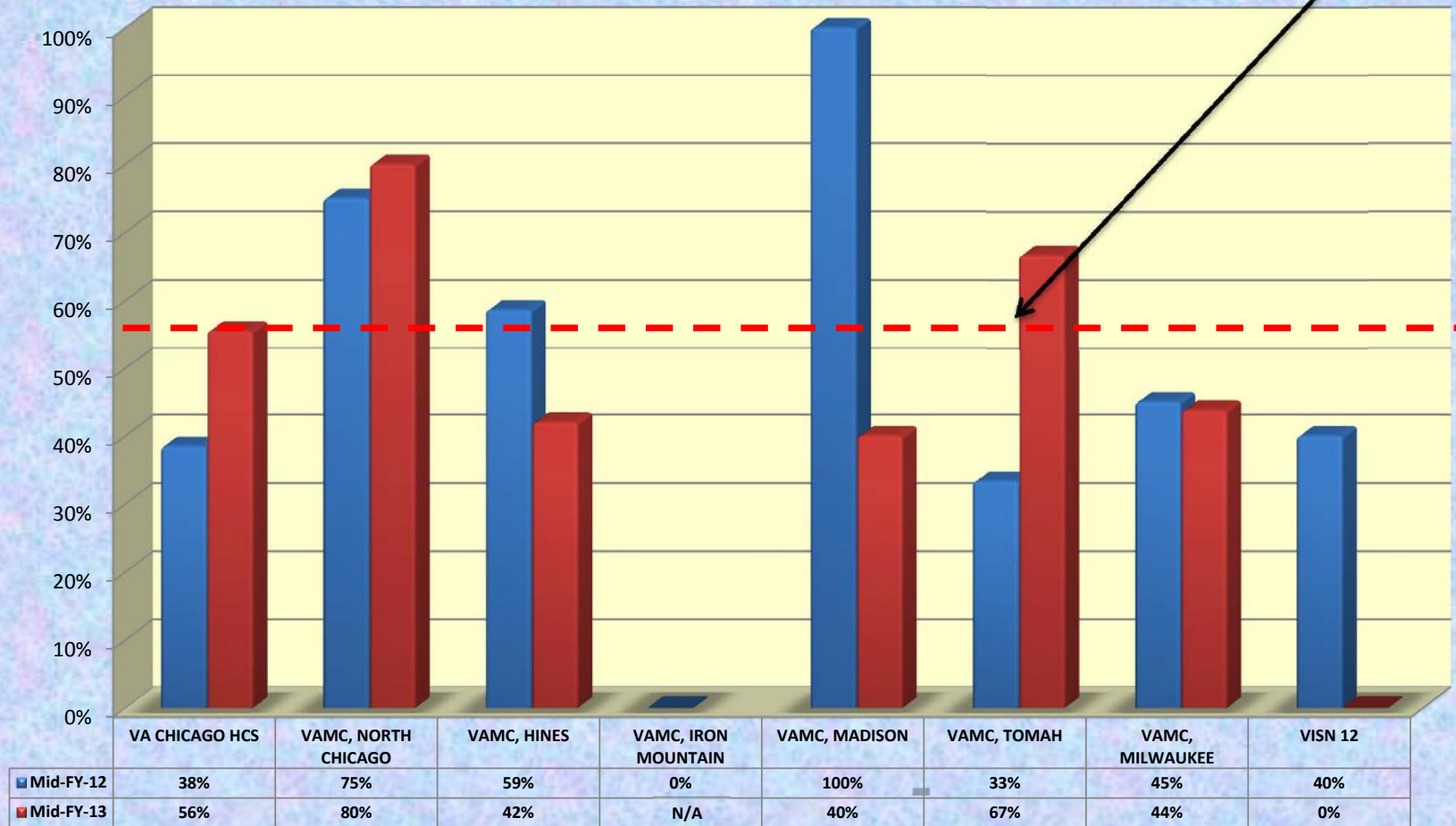
54% VA-Wide
Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

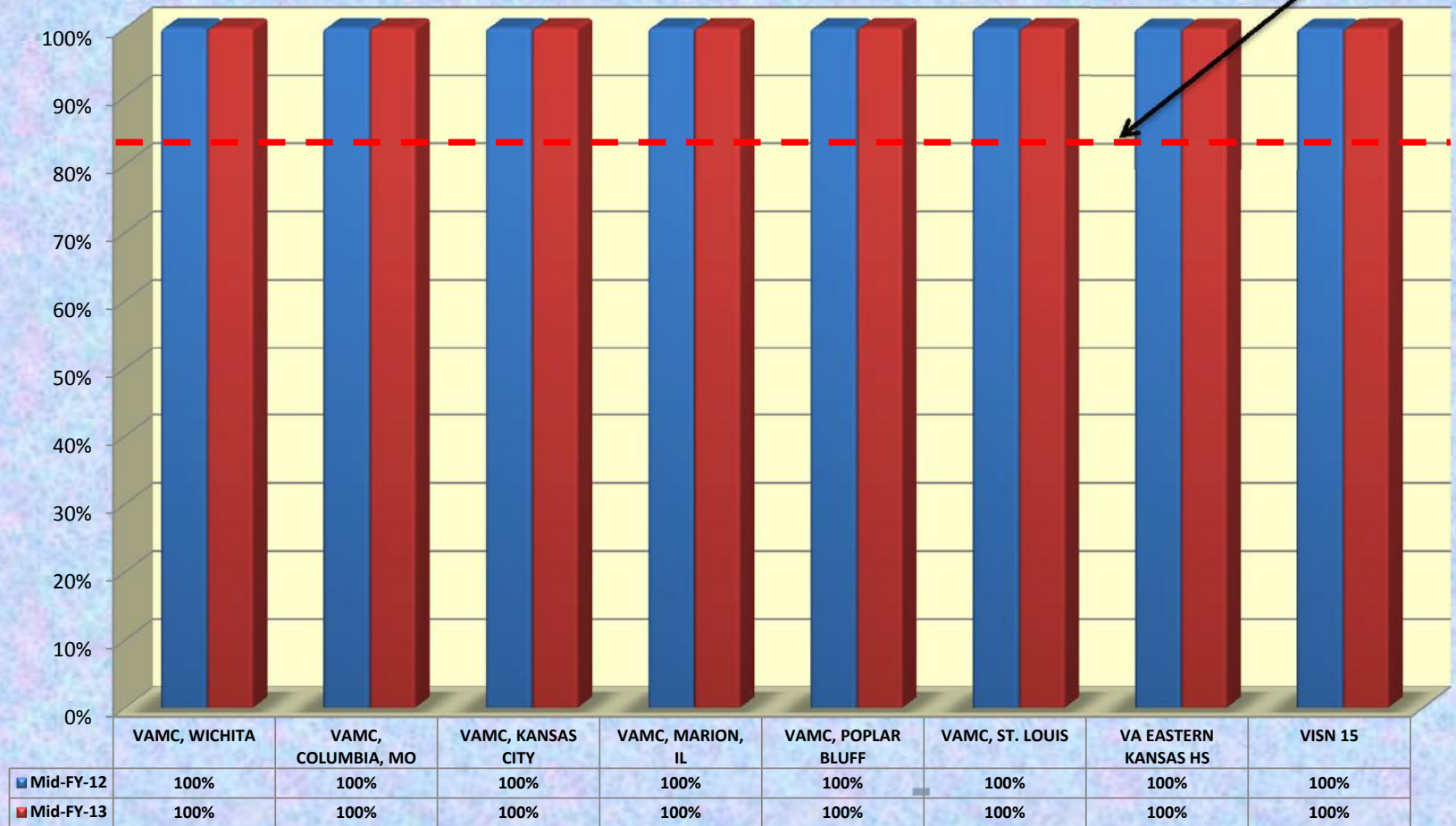
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 12



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

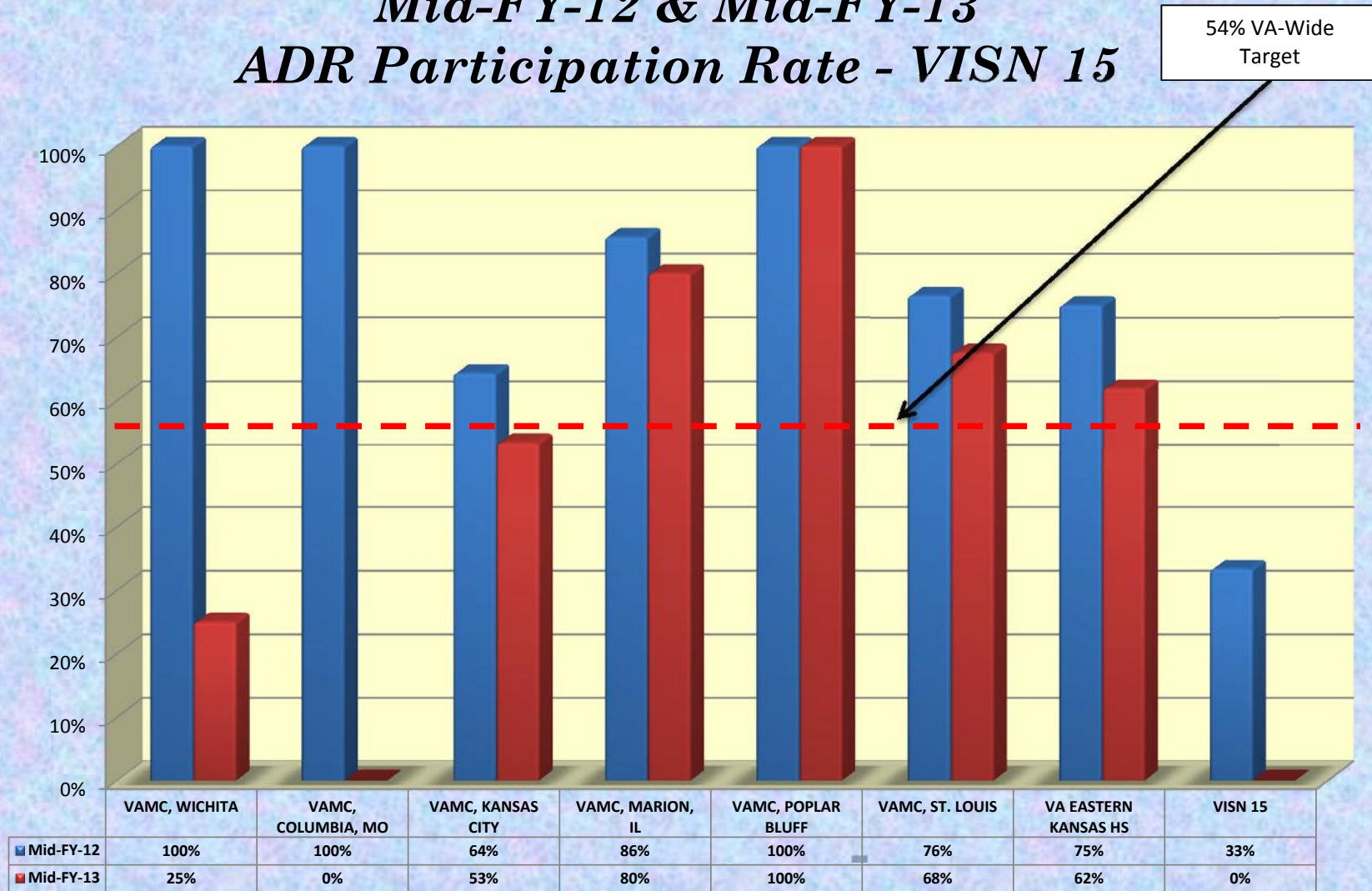
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 15



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

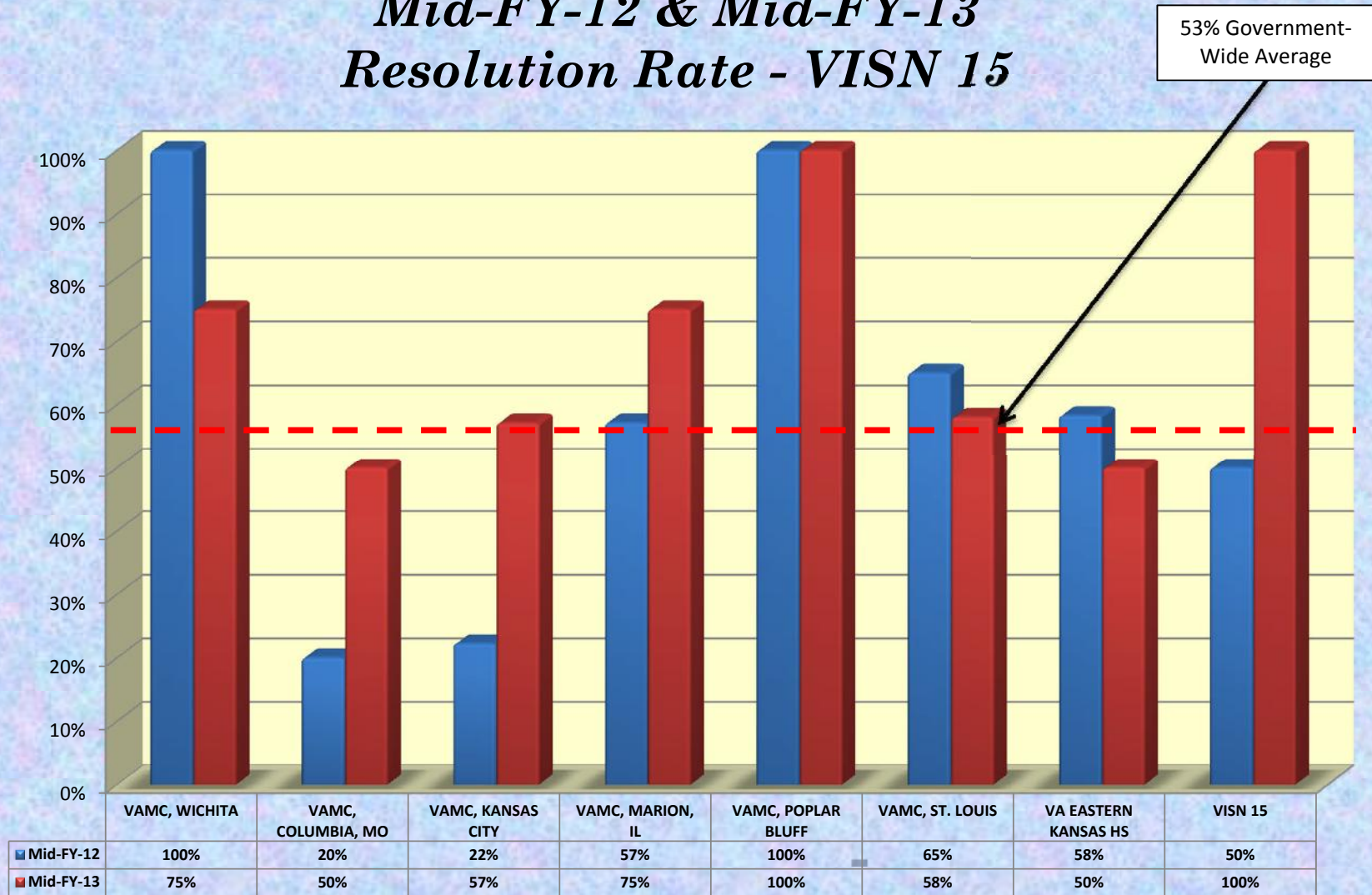
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 15



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

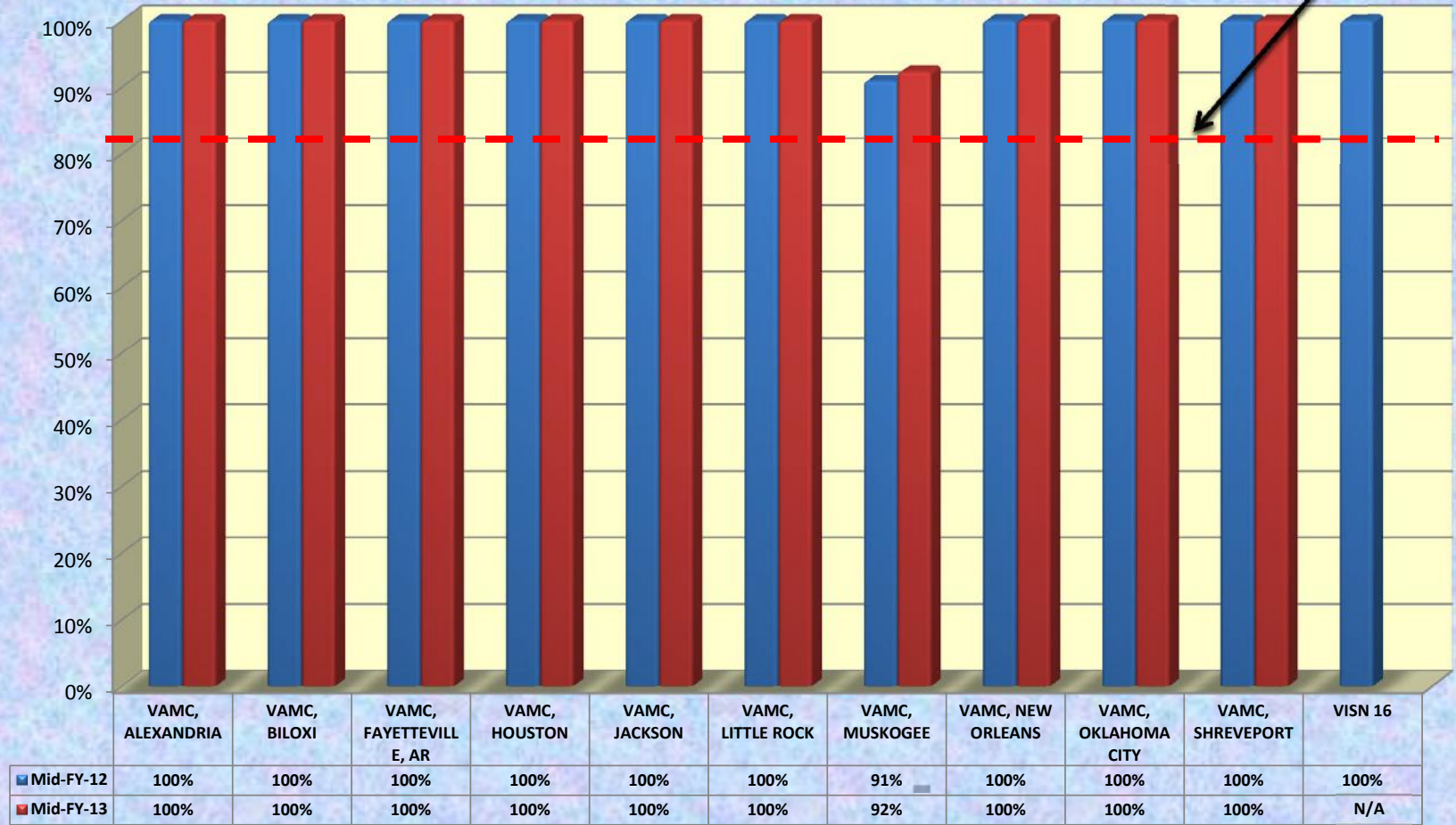
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 15



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

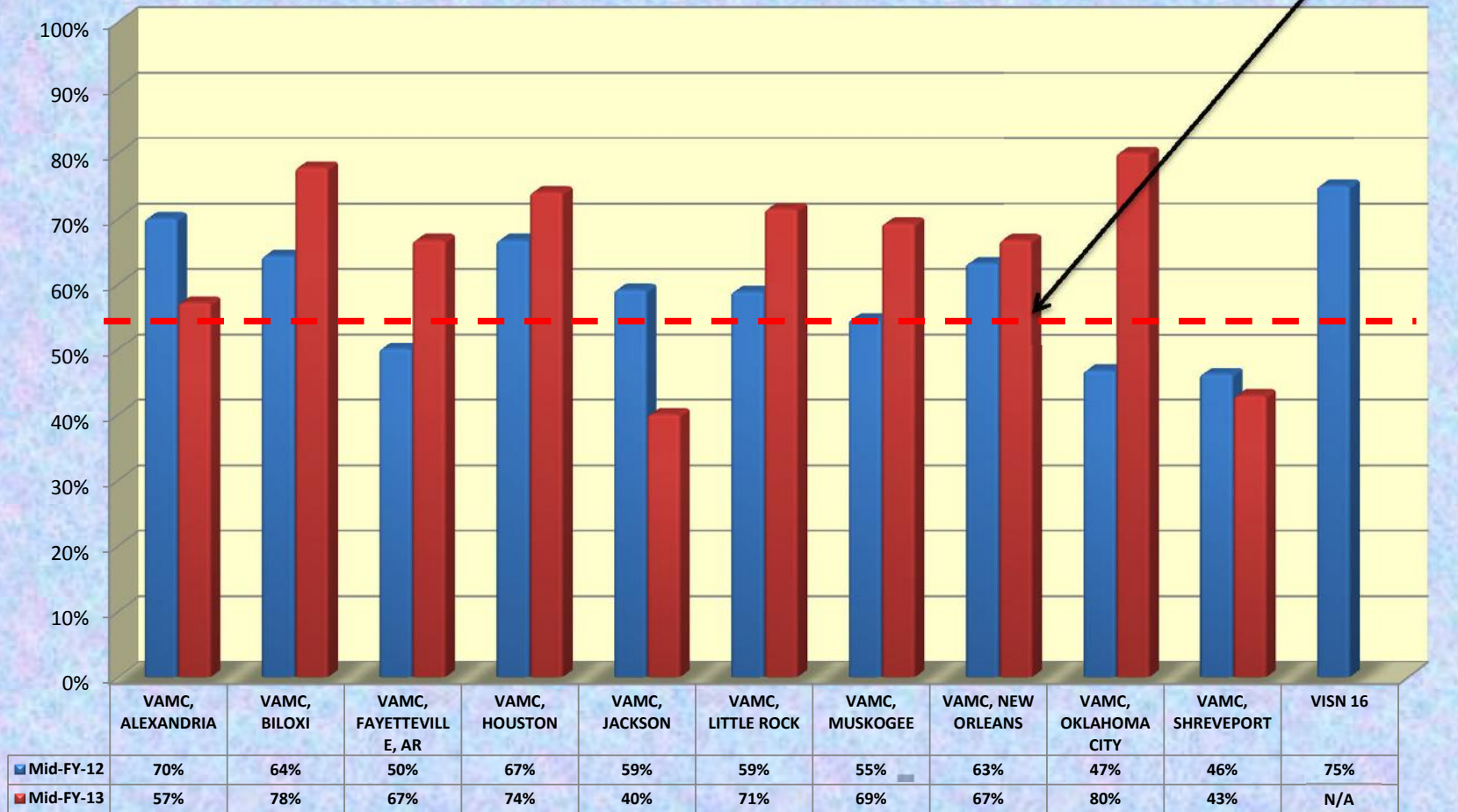
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 16



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

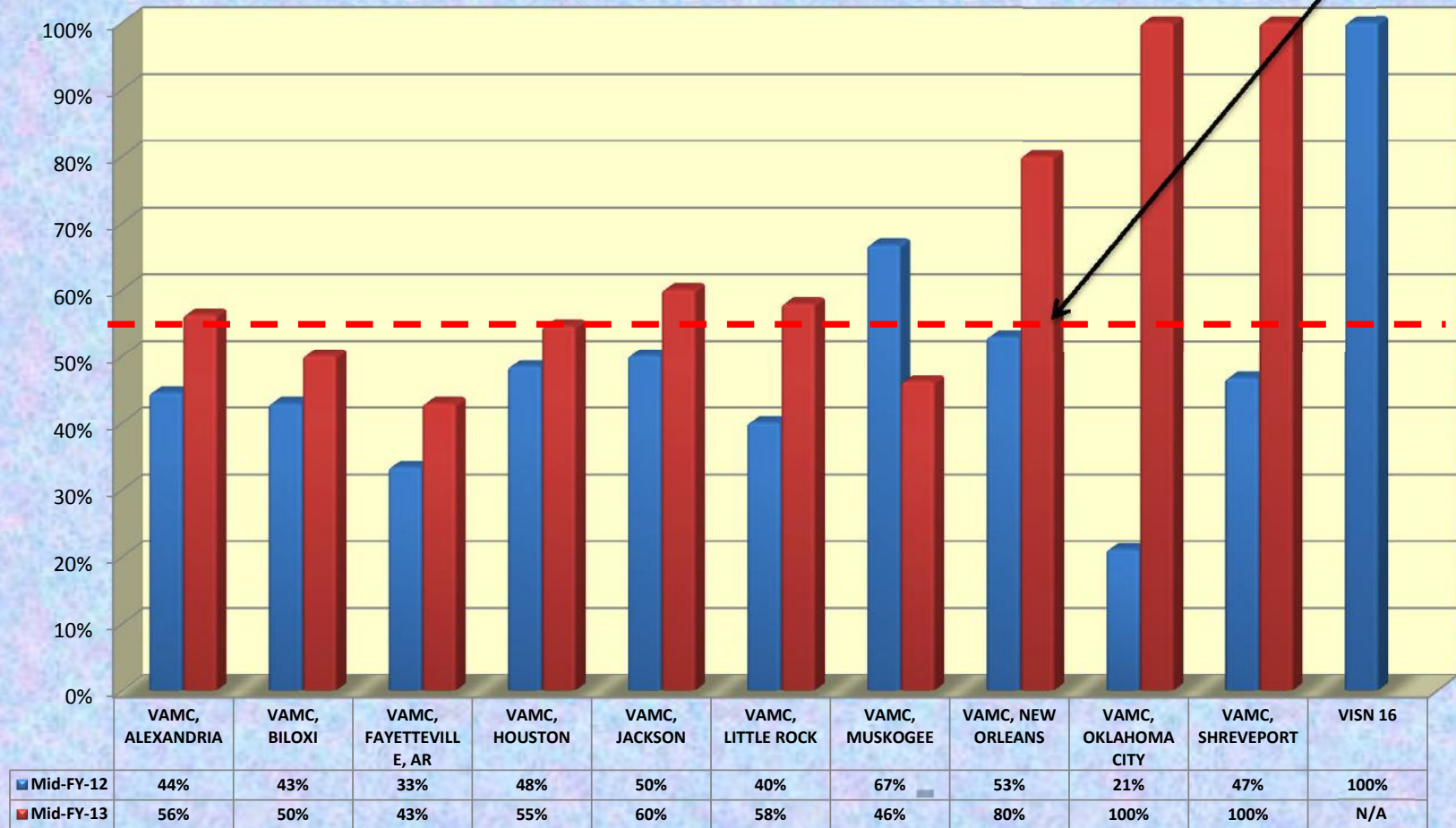
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 16



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 16

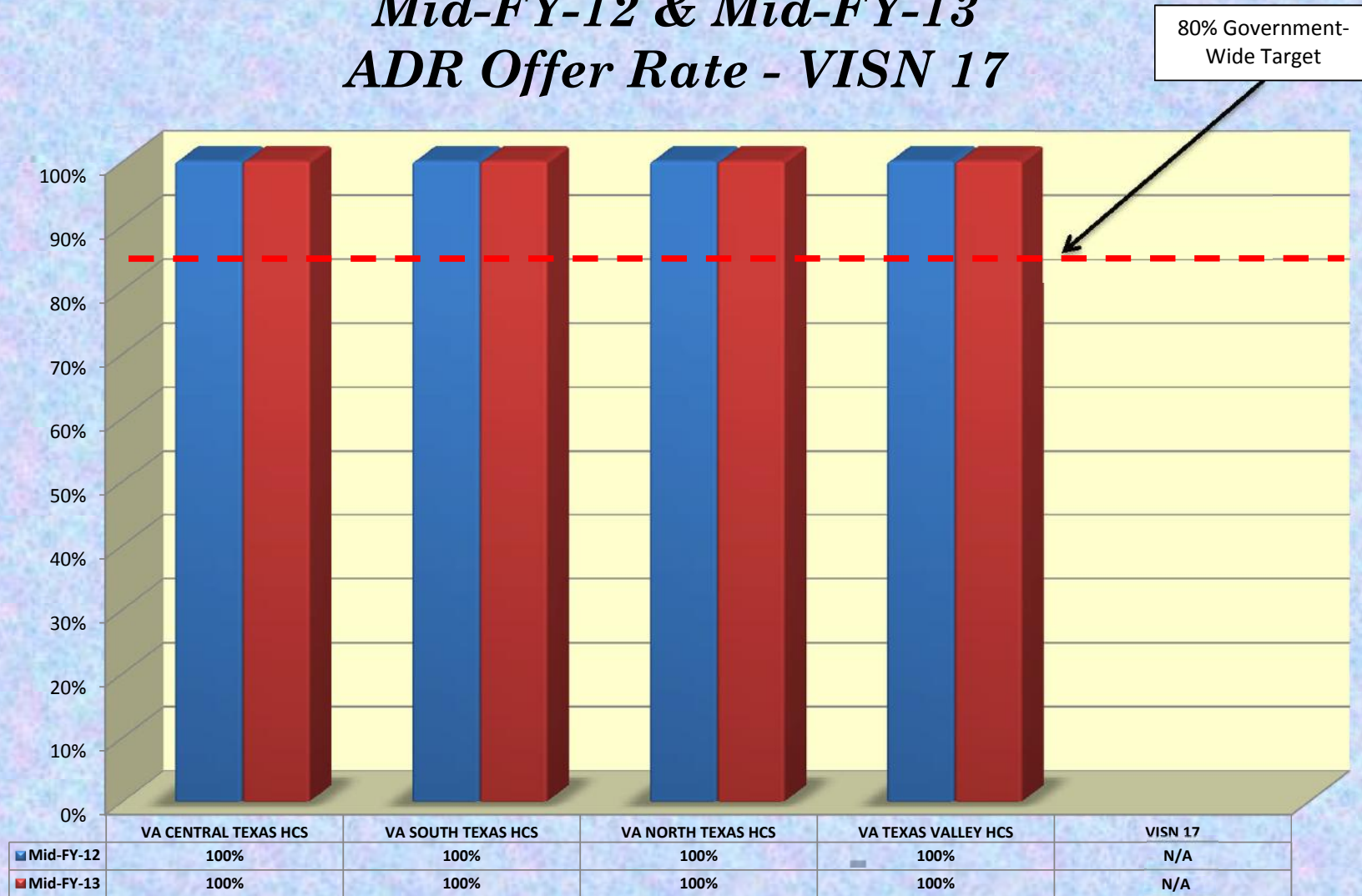


53% Government-Wide Average

Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

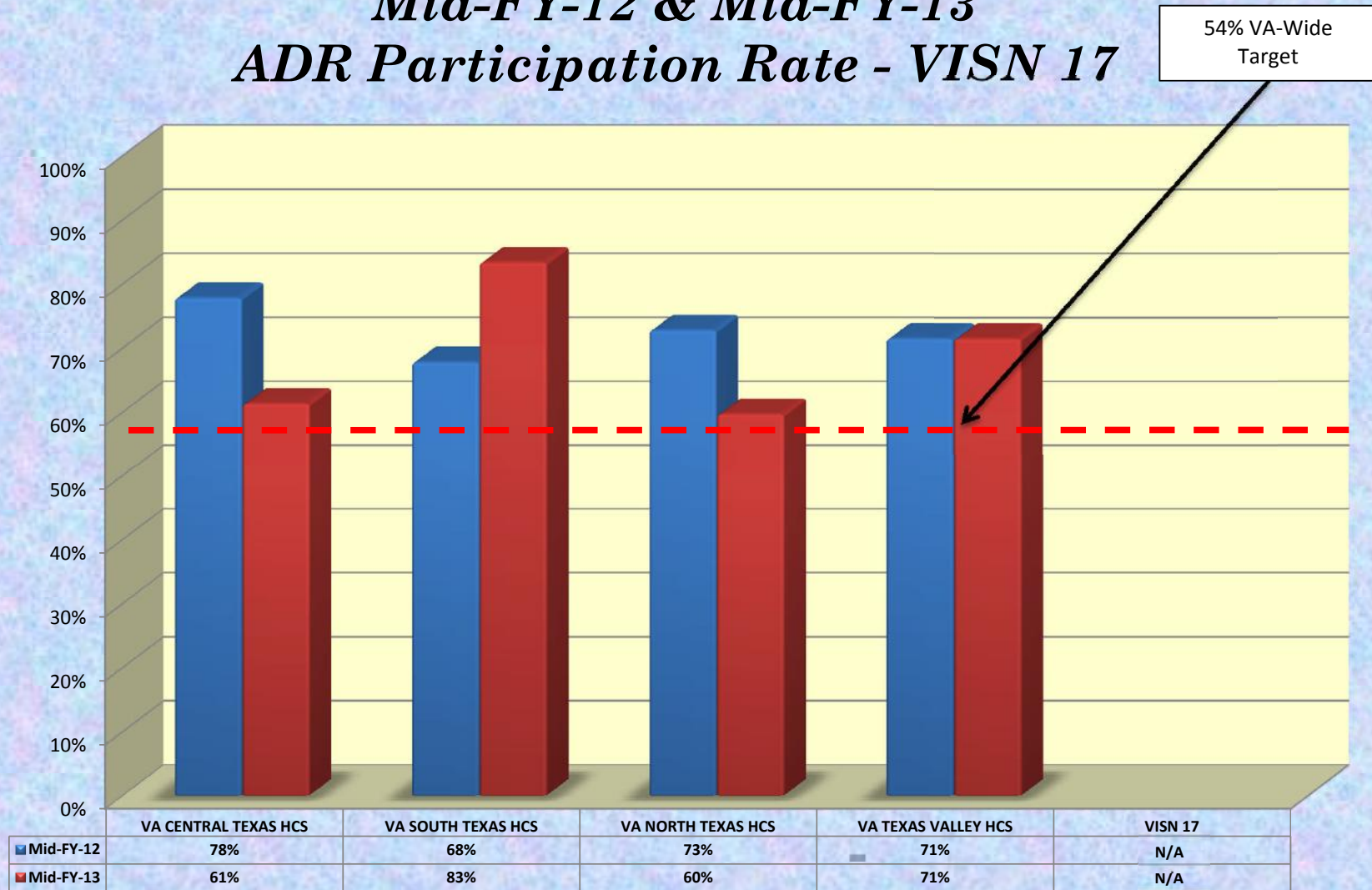
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 17



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

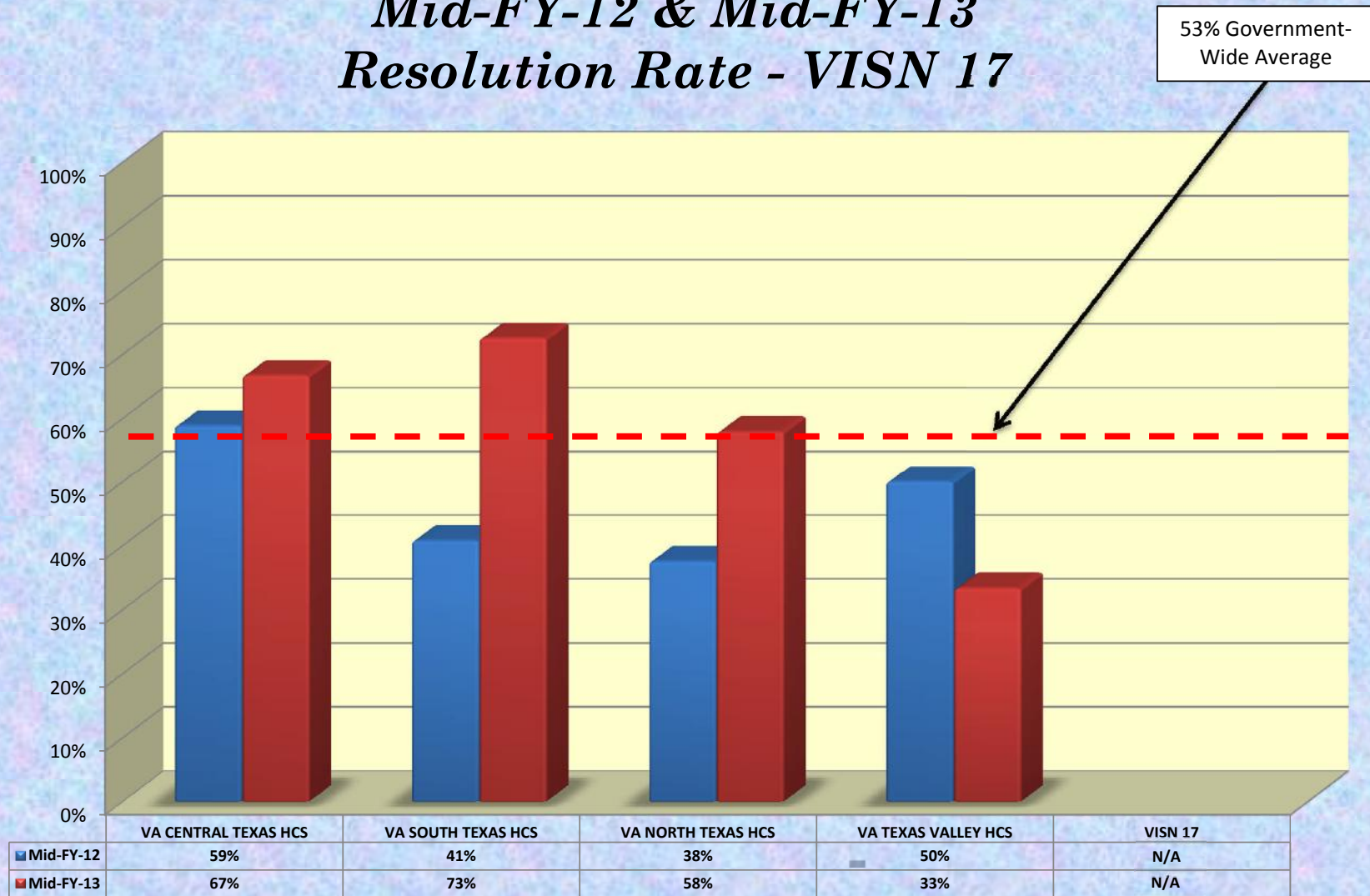
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 17



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

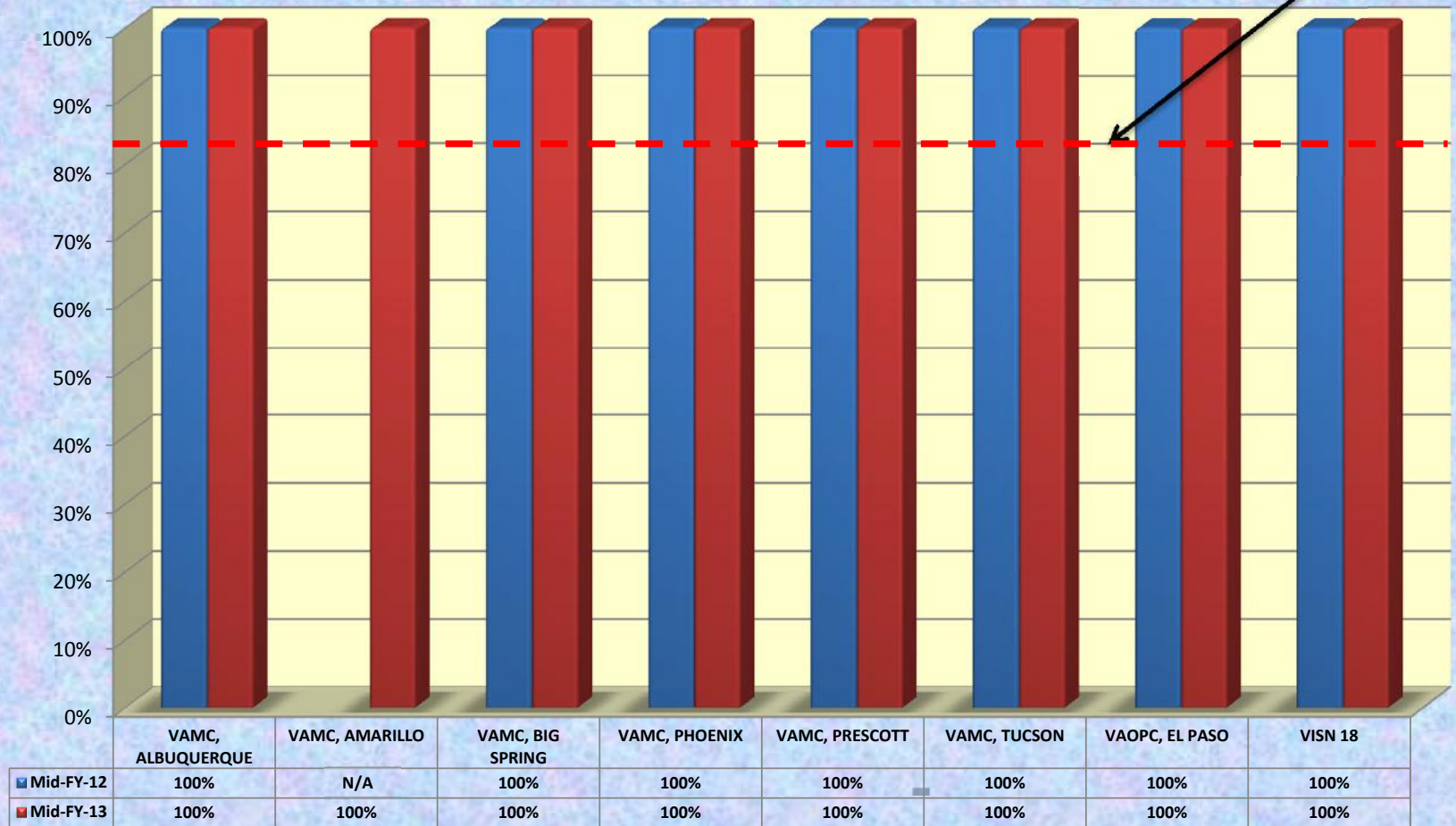
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 17



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

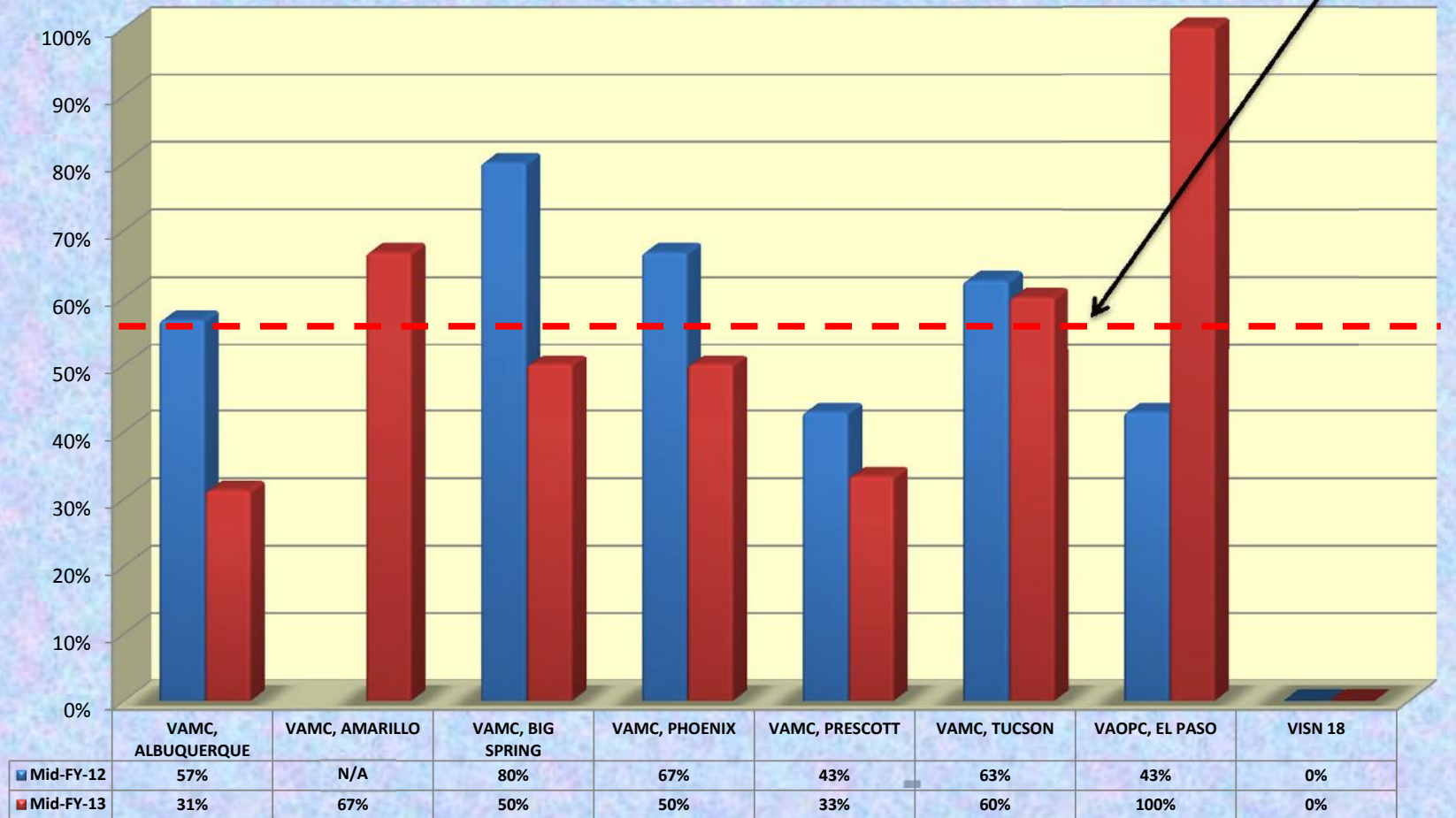
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

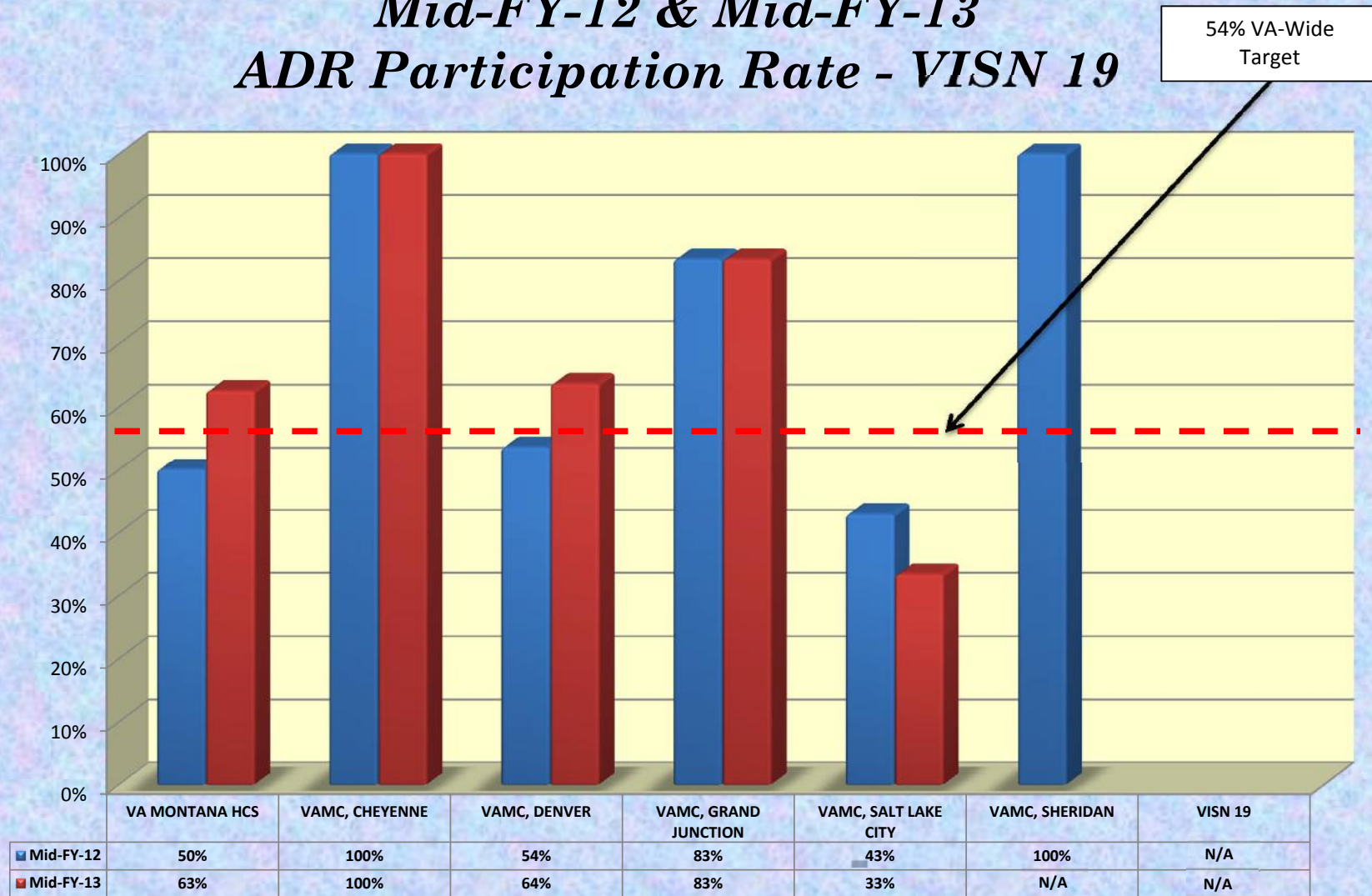
ADR Offer Rate - VISN 19



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

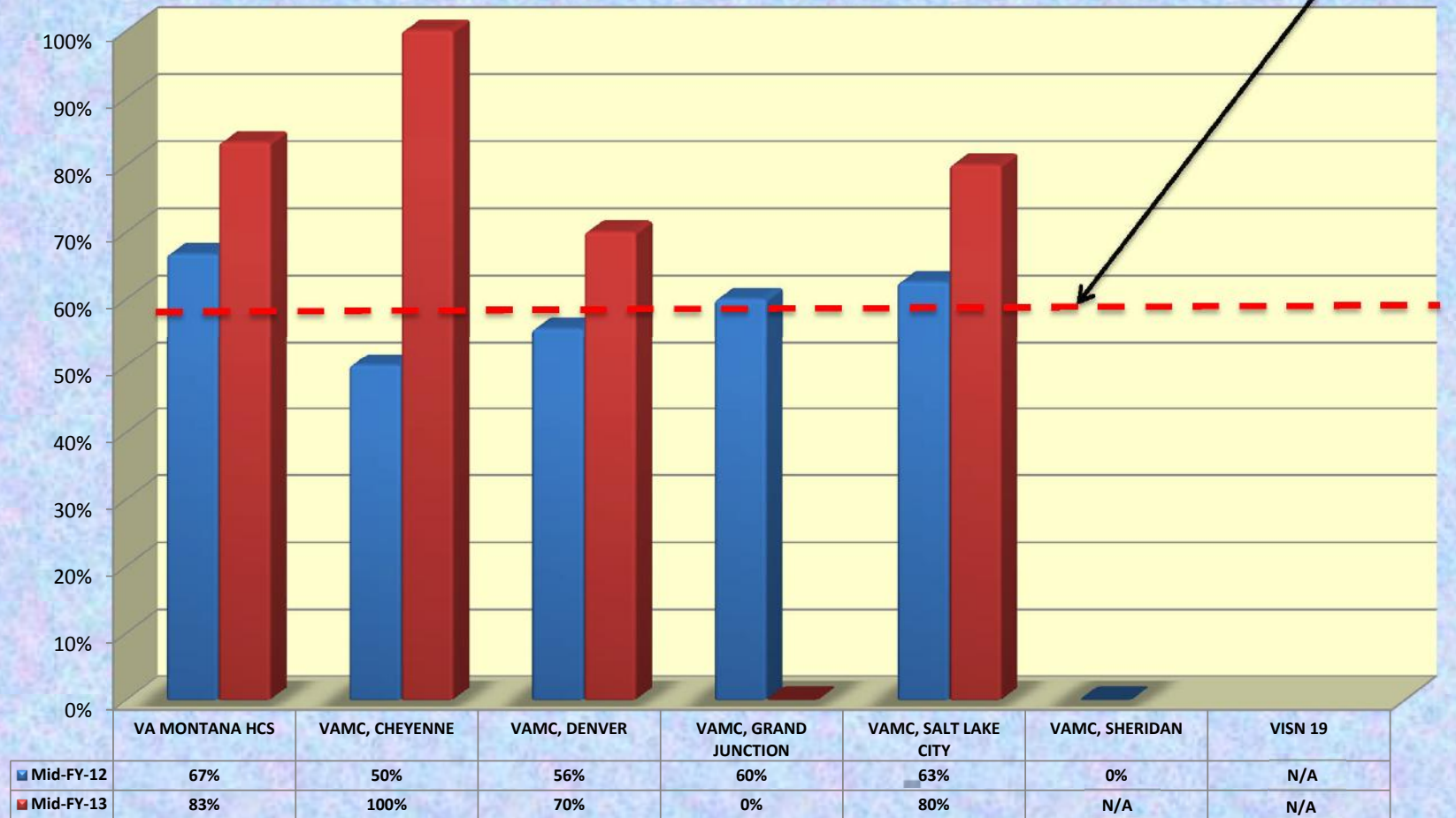
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 19



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

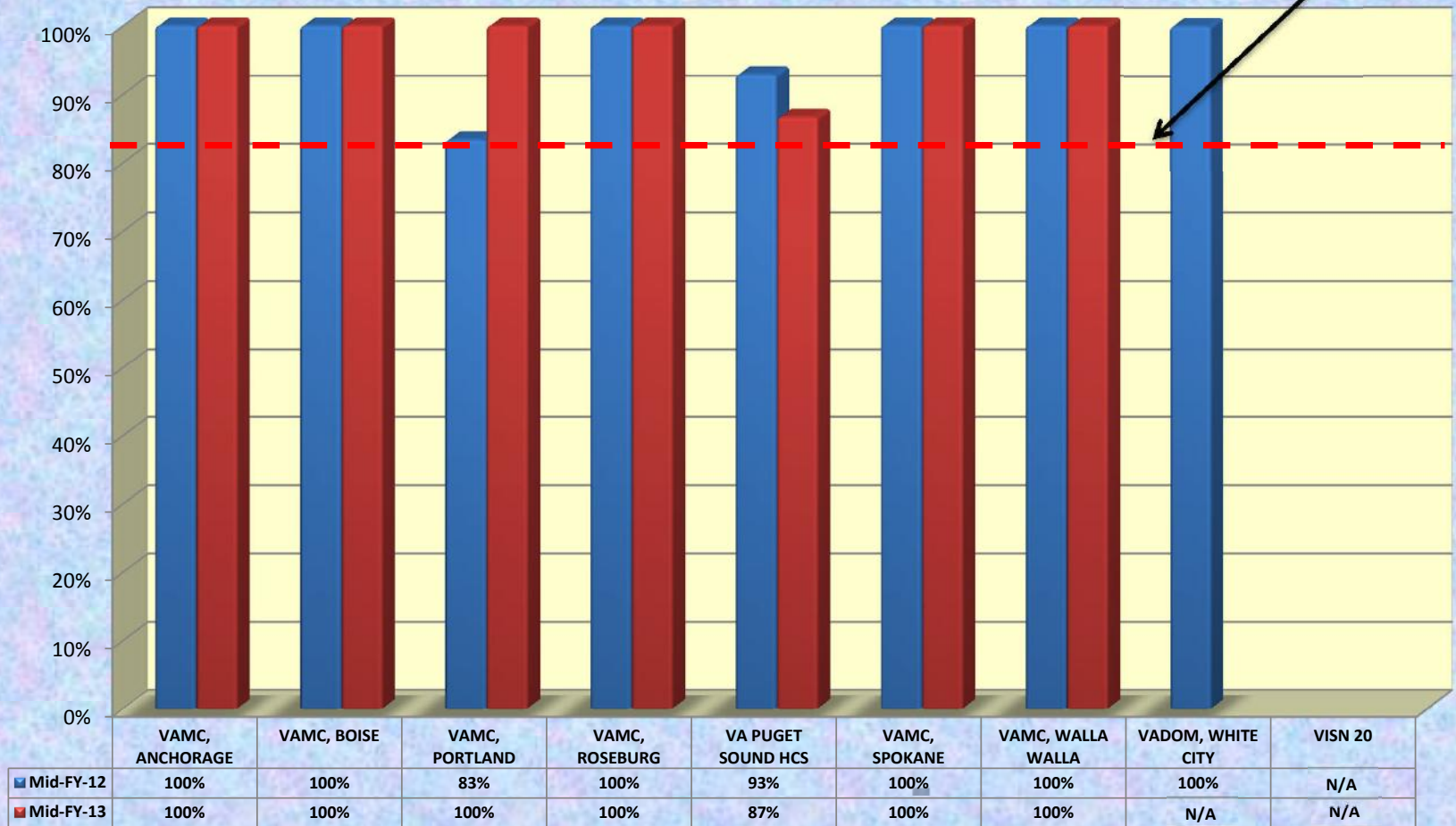
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 19



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

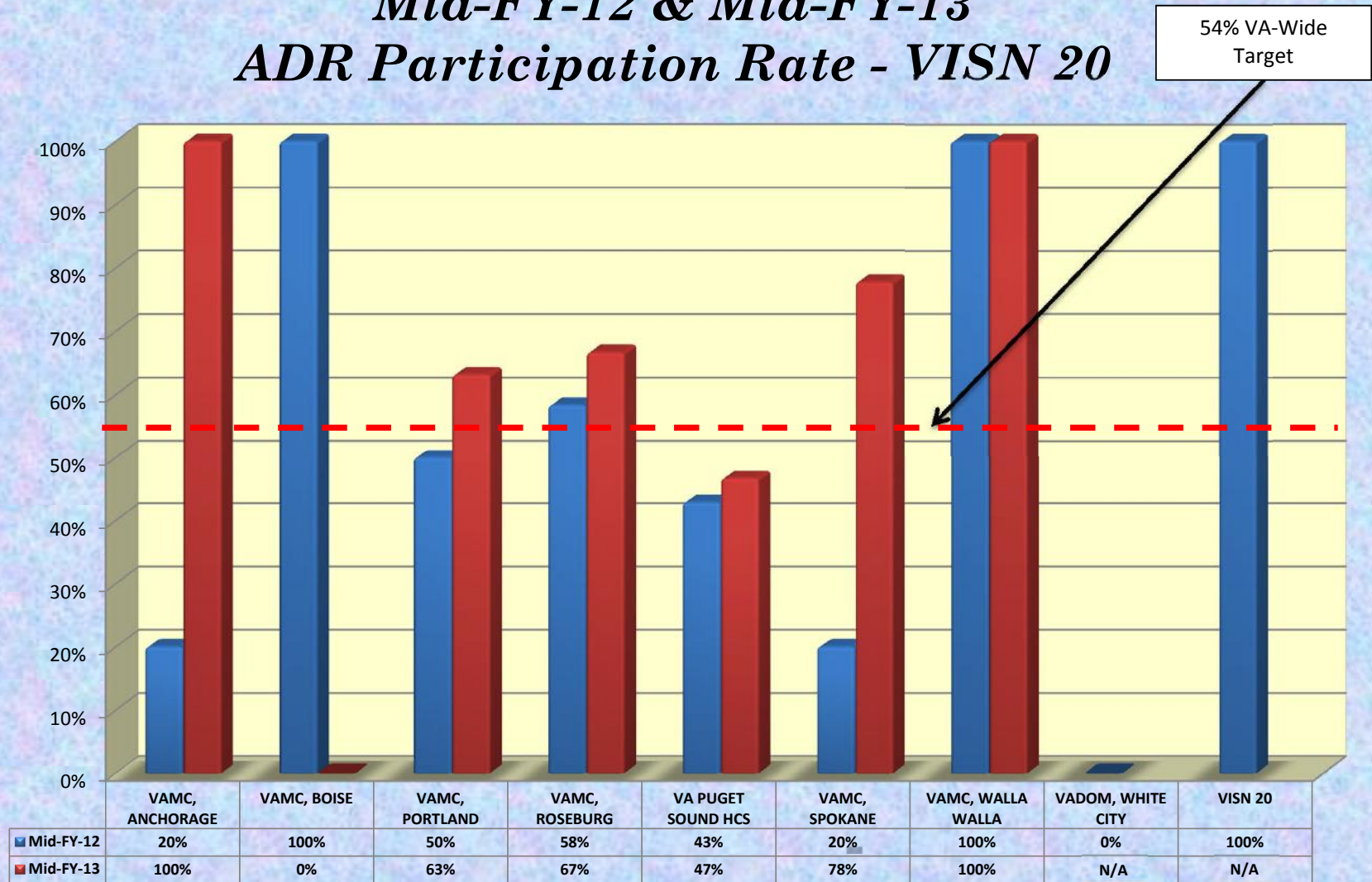
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 20



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

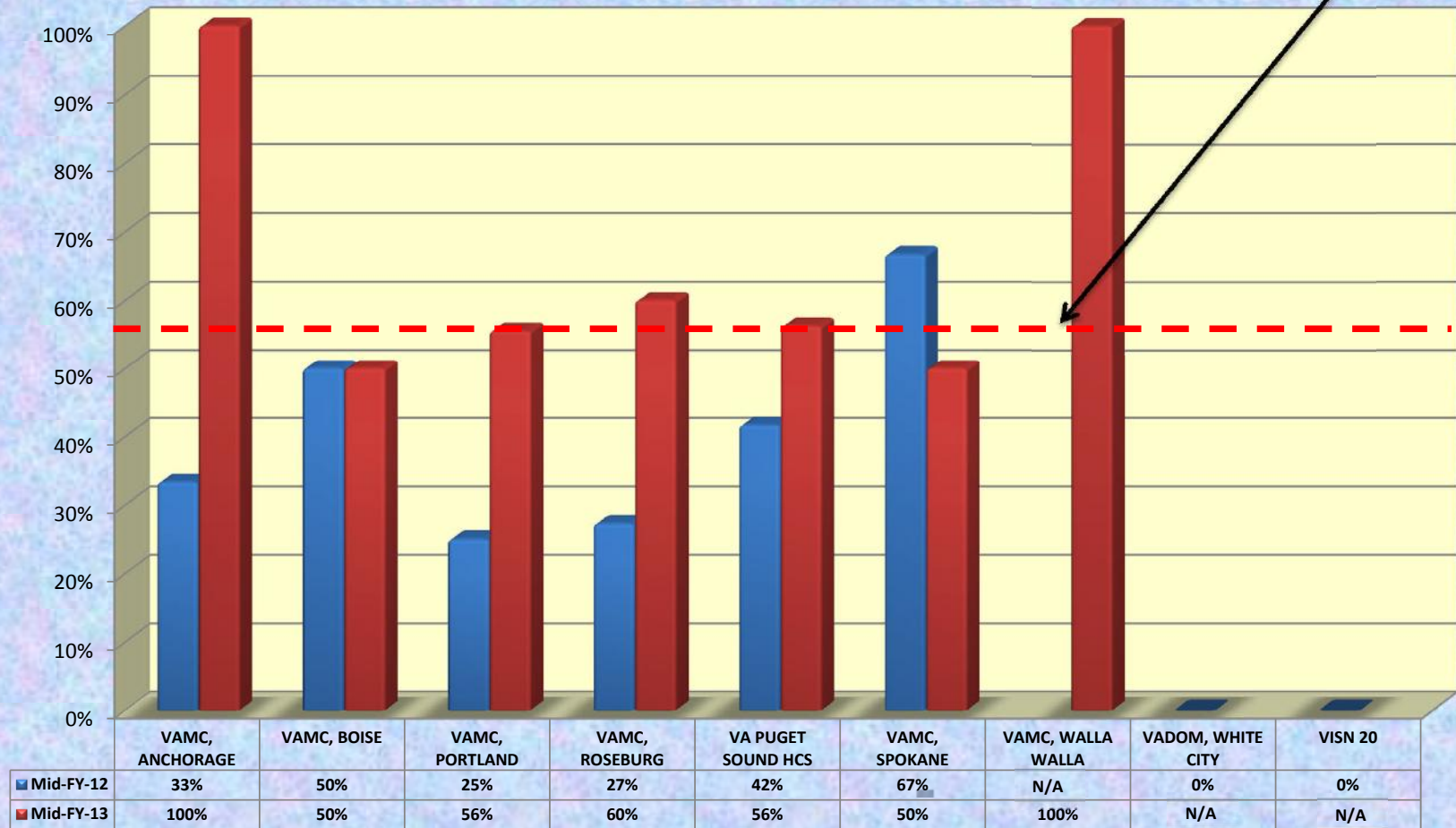
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 20



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

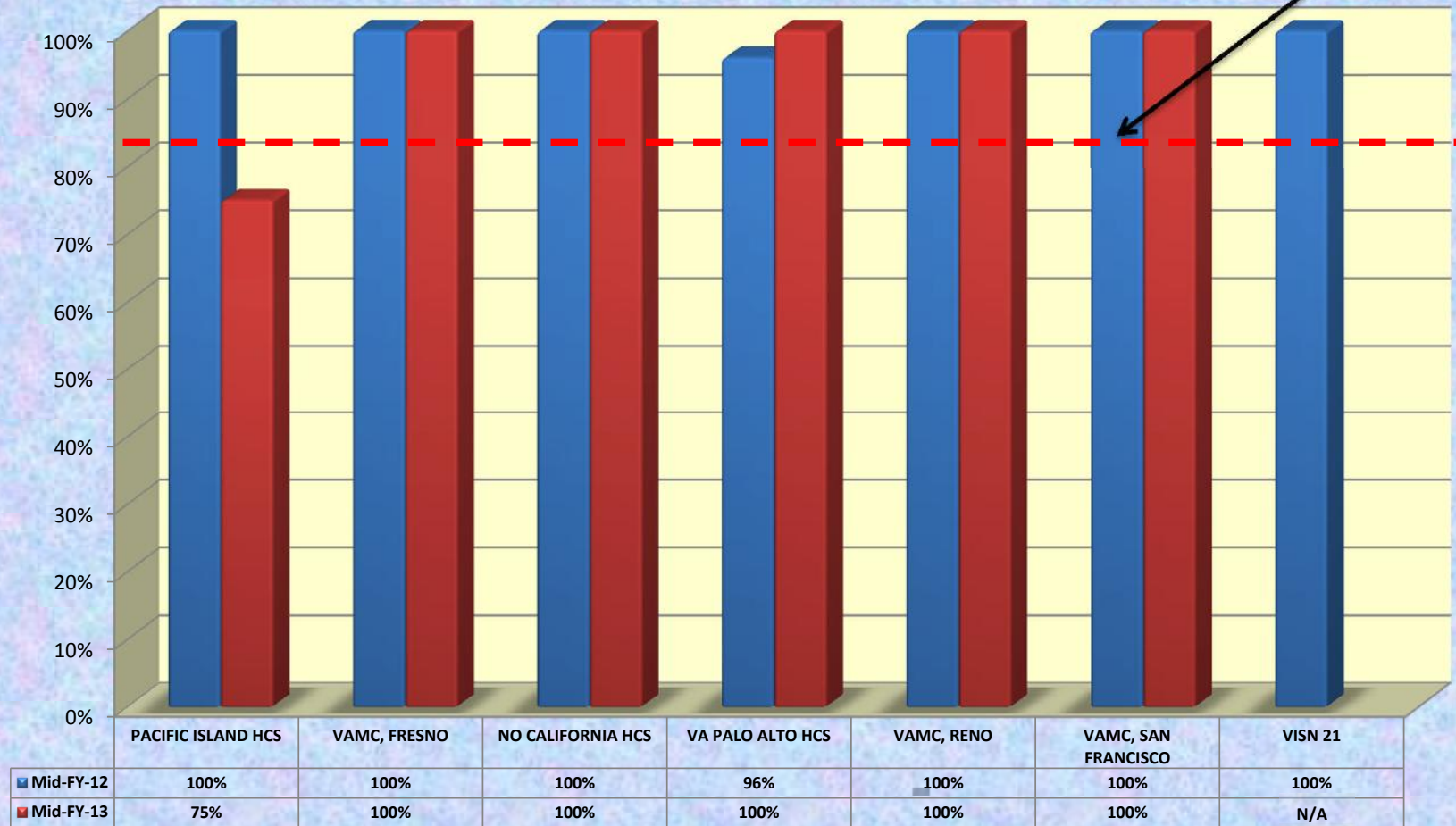
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 20



53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

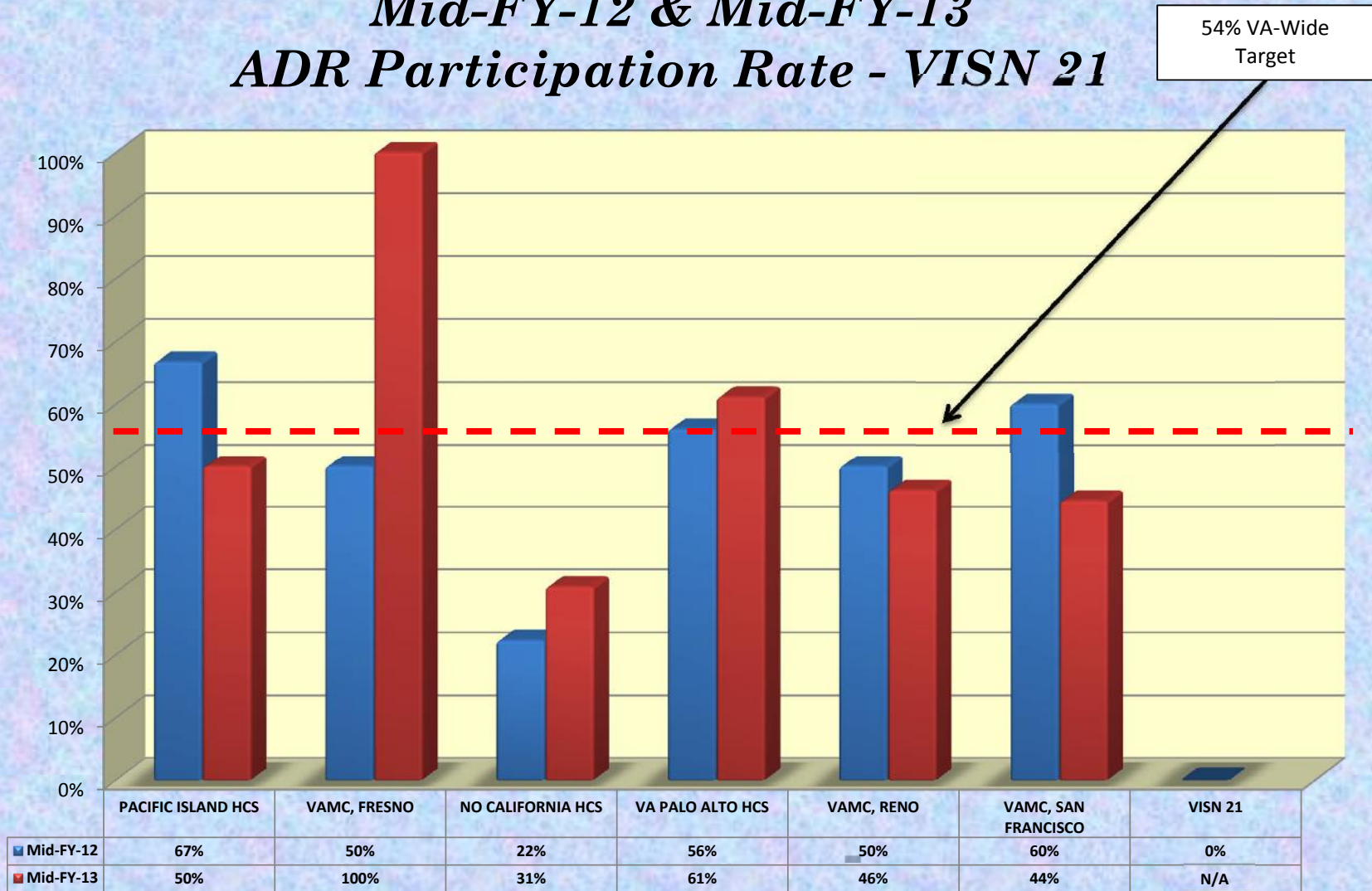
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 21



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

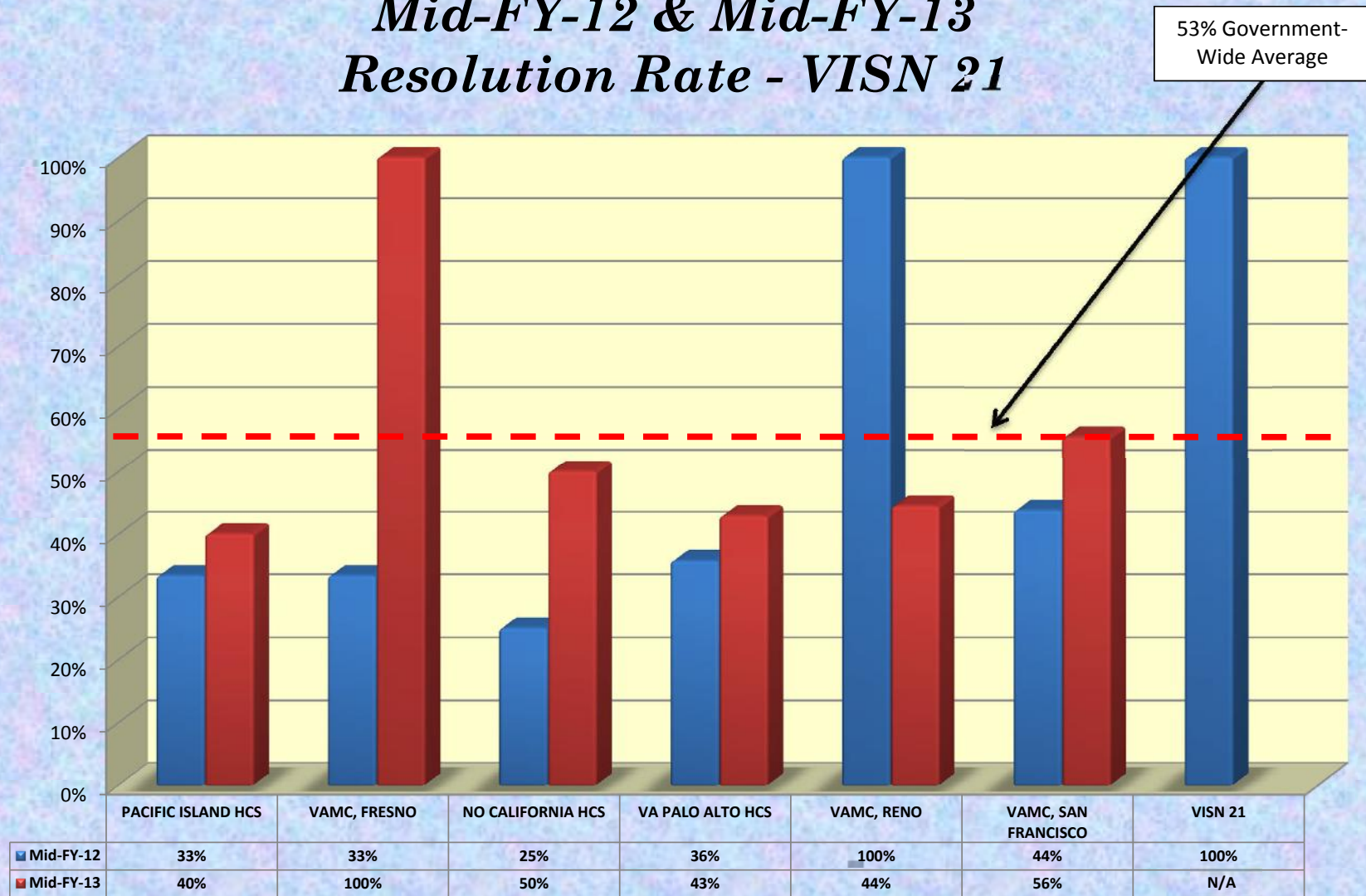
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 21



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

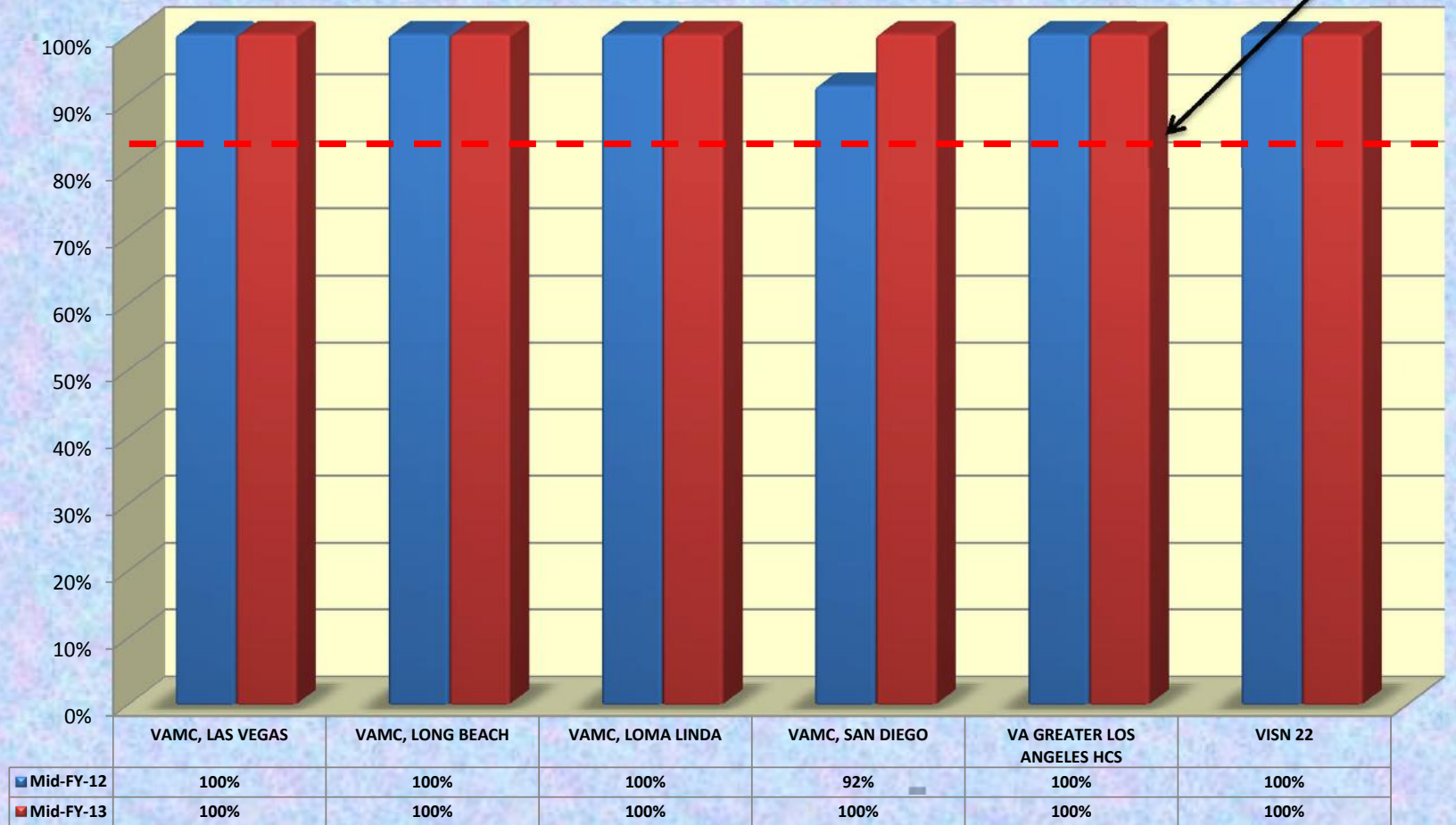
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 21



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

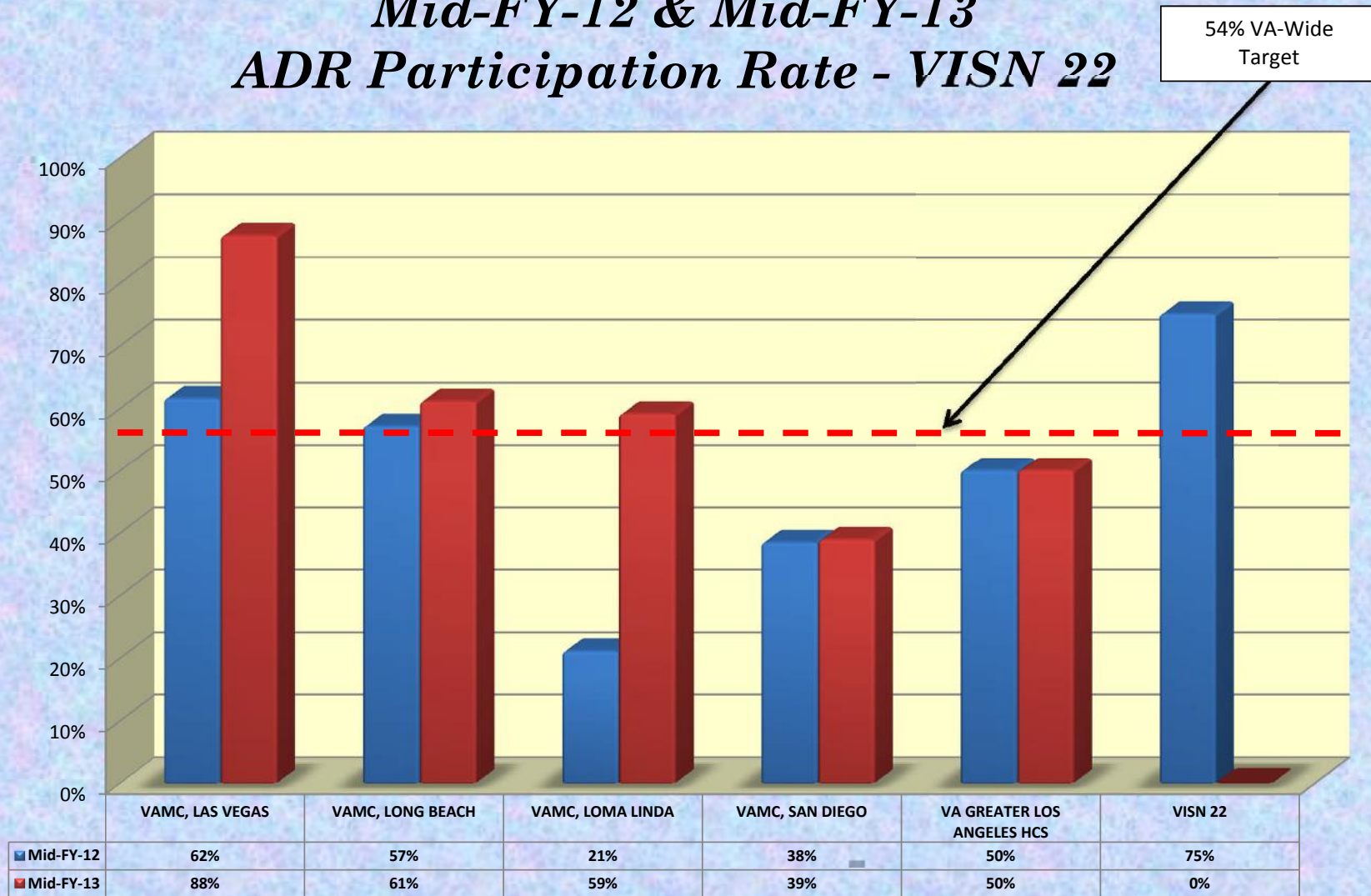
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 22



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

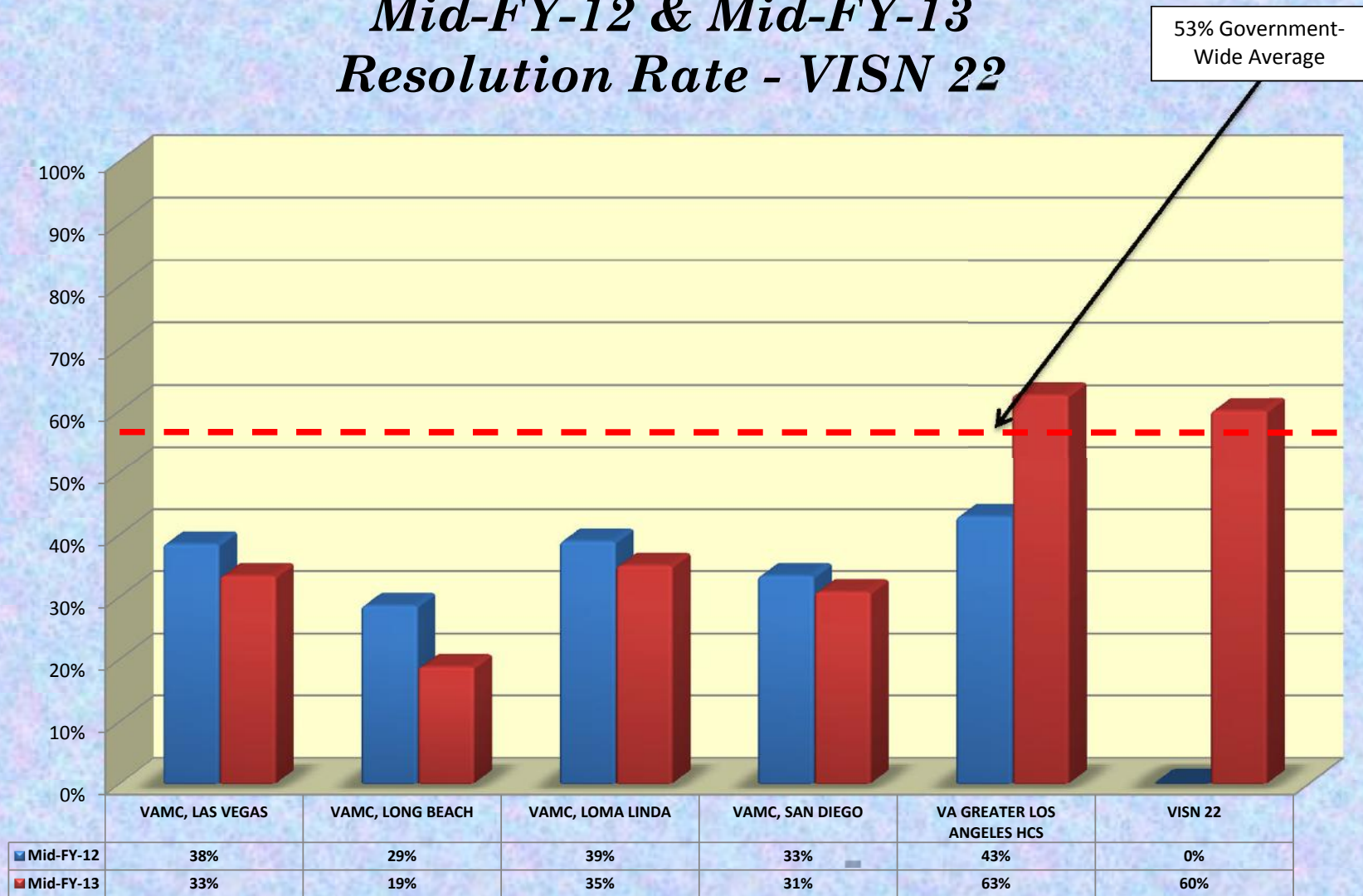
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 22



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

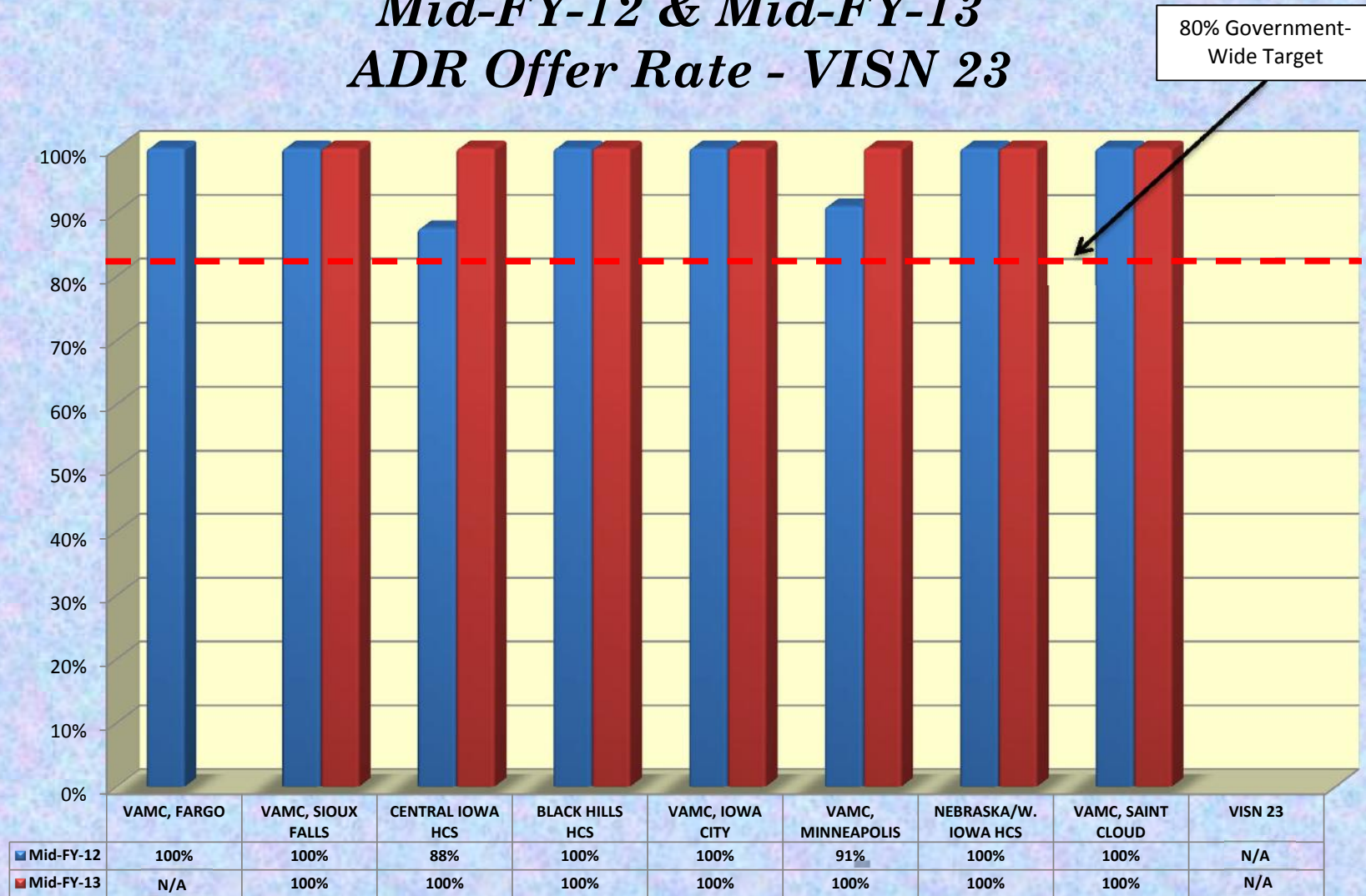
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 22



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

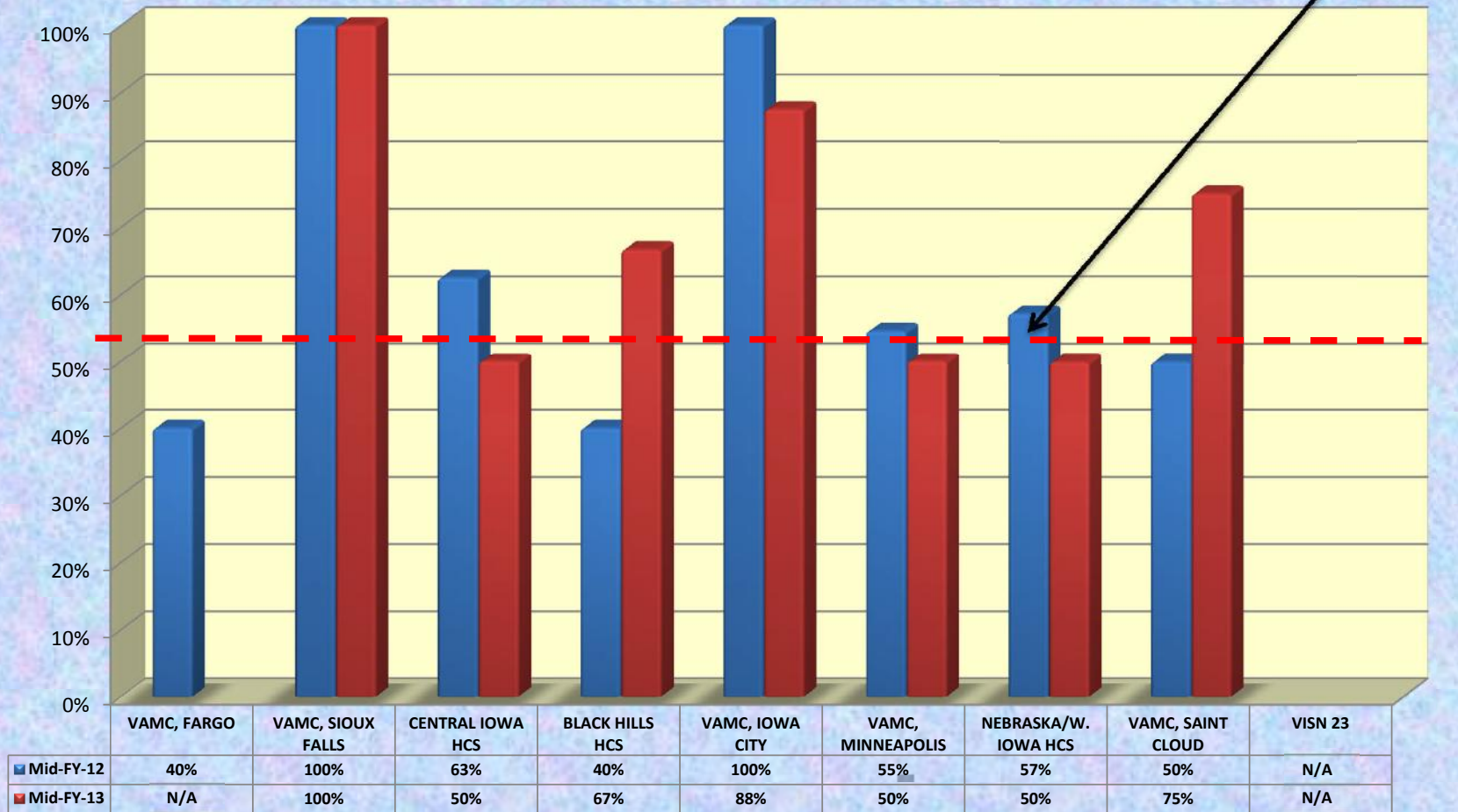
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 23



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

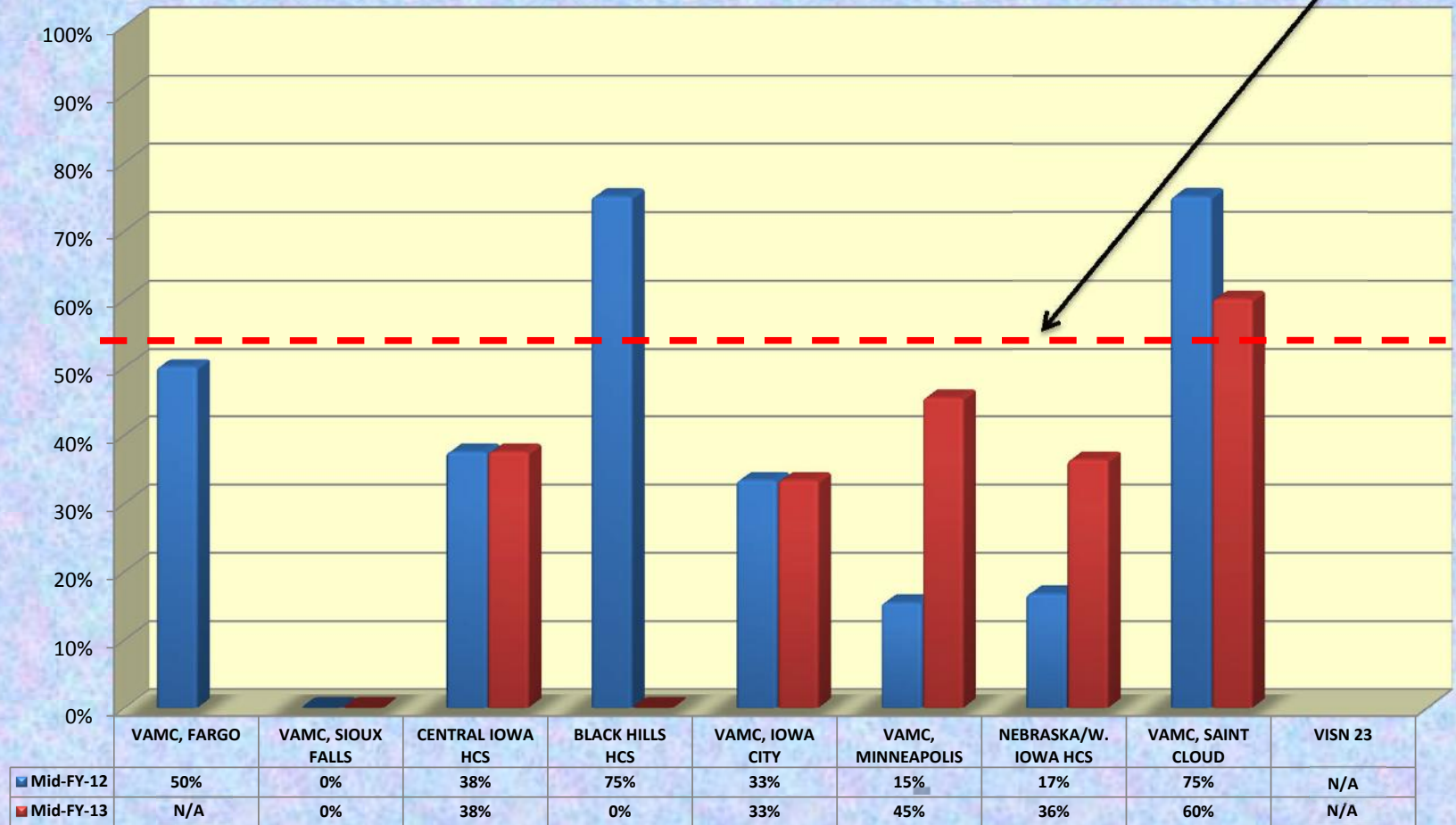
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 23



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 23



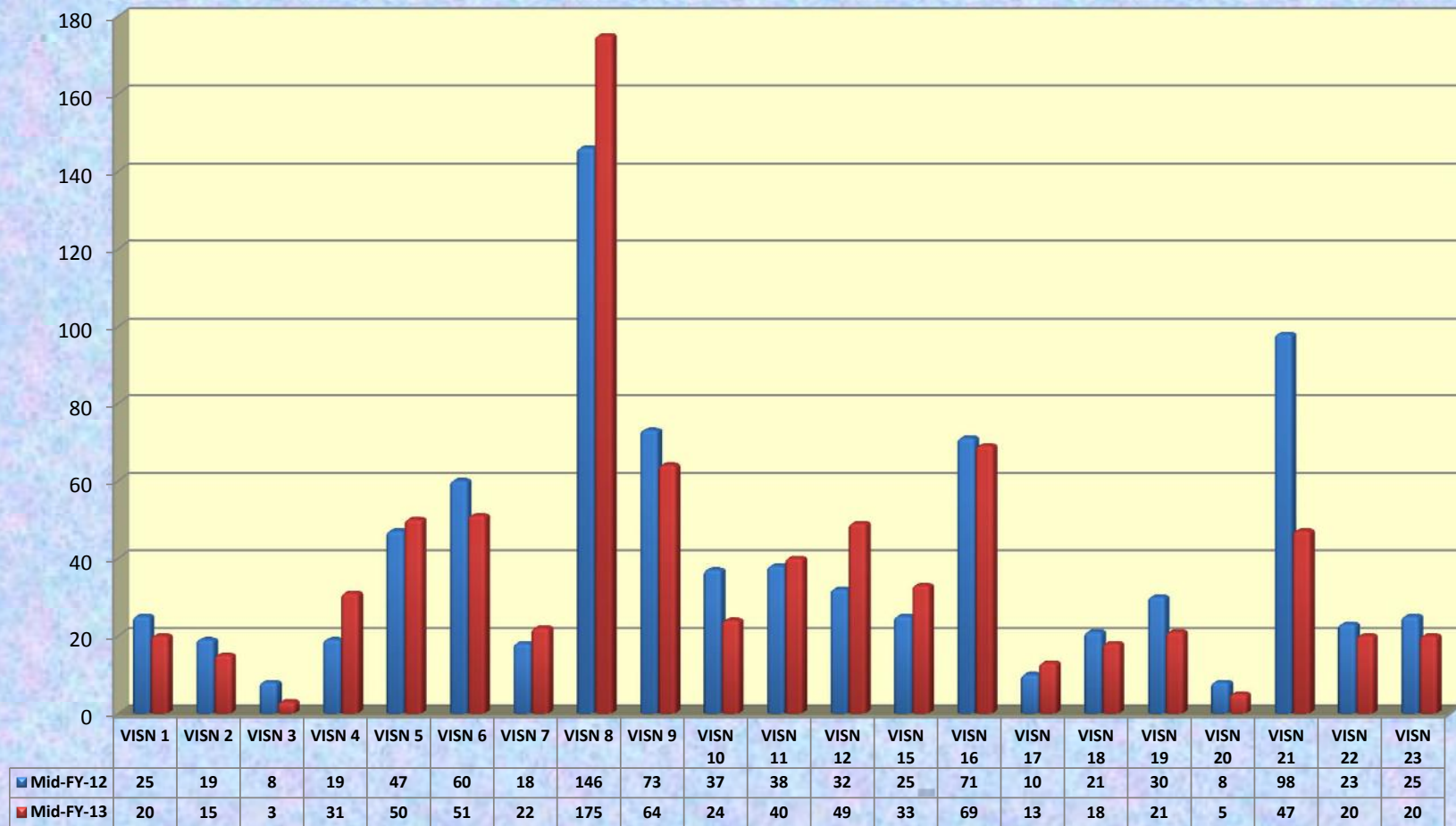
Data Source: ADRTTracker System

Veterans Health Administration

Non-EEO ADR Cases

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

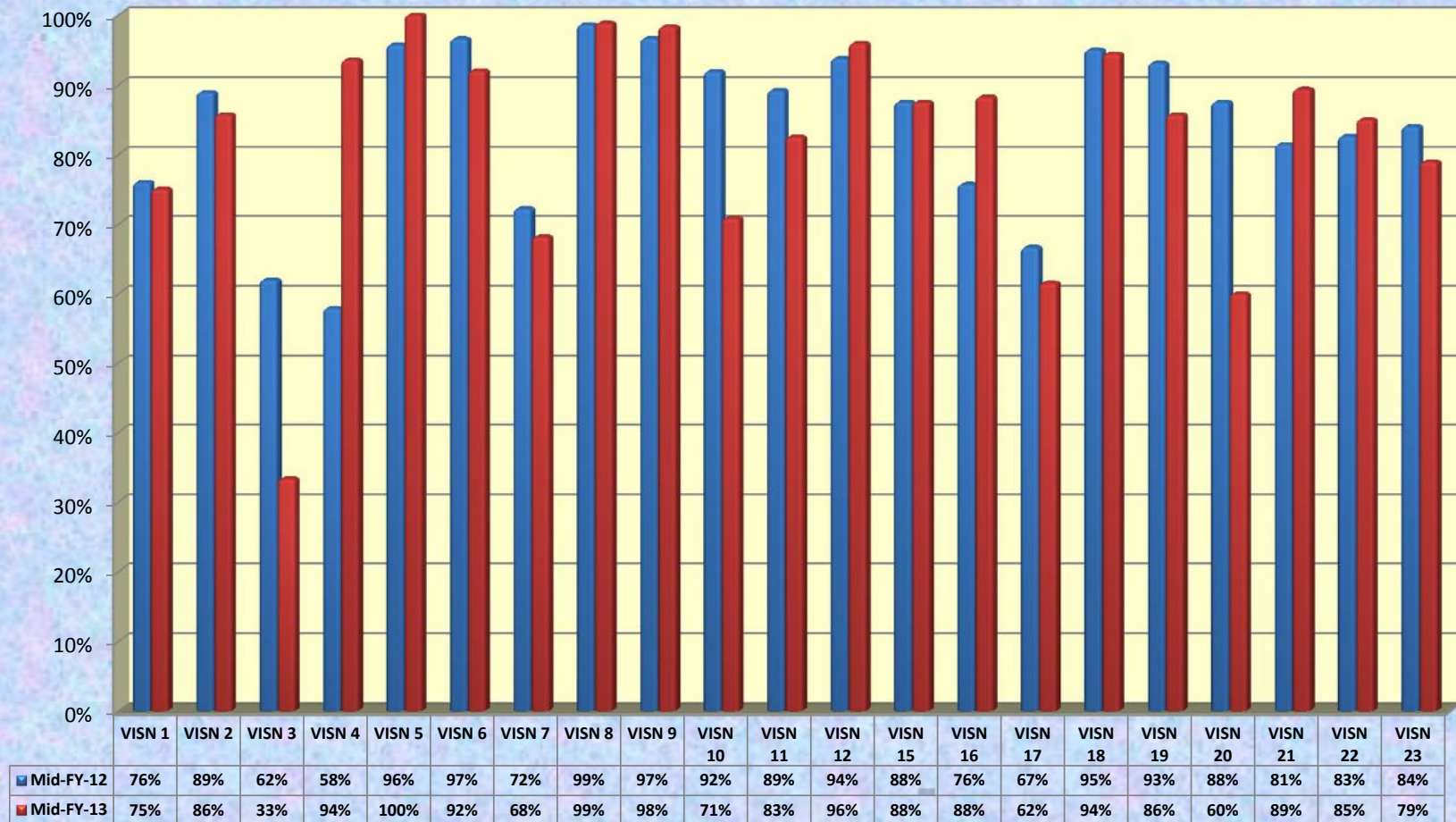
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

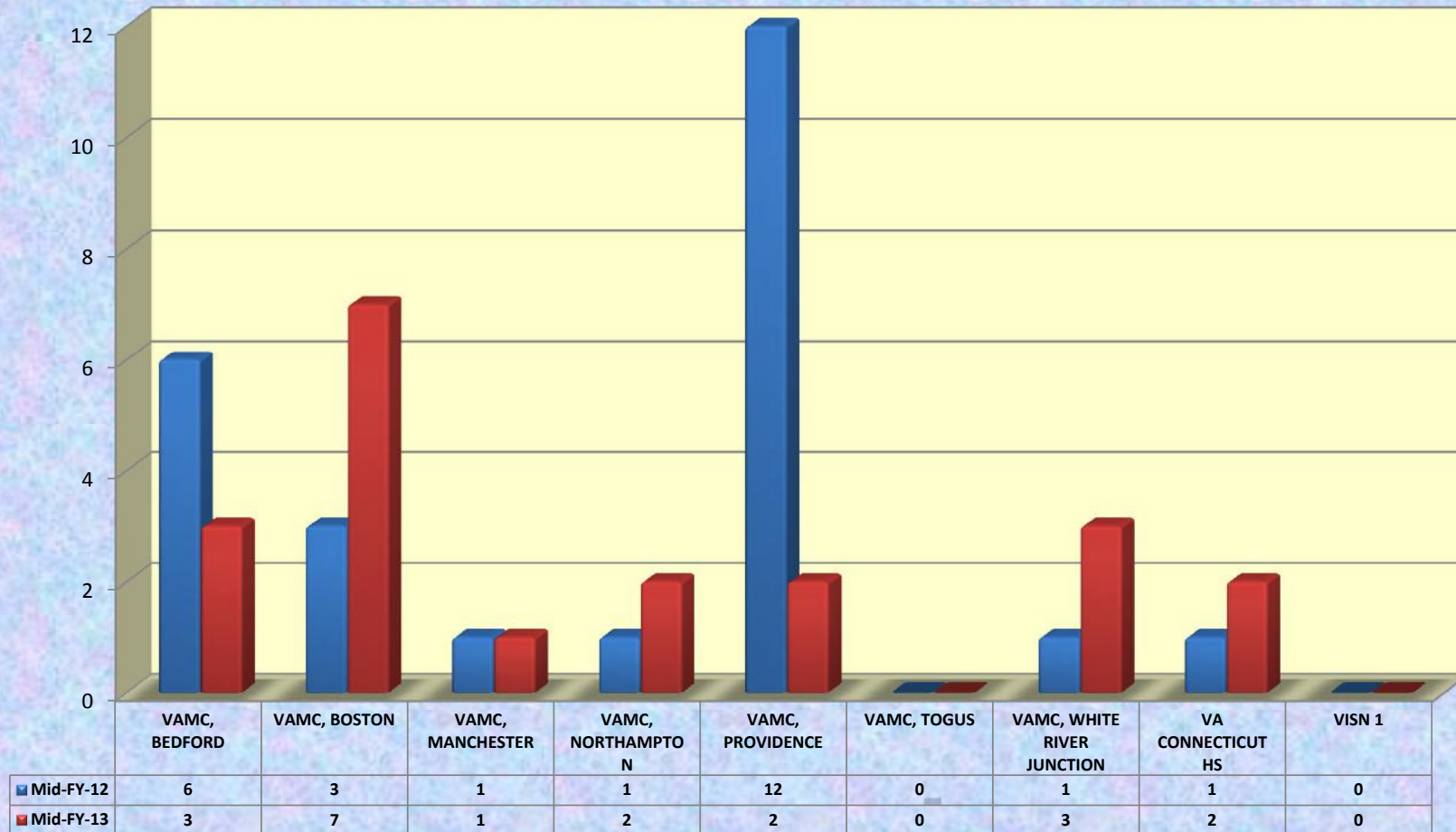
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 1



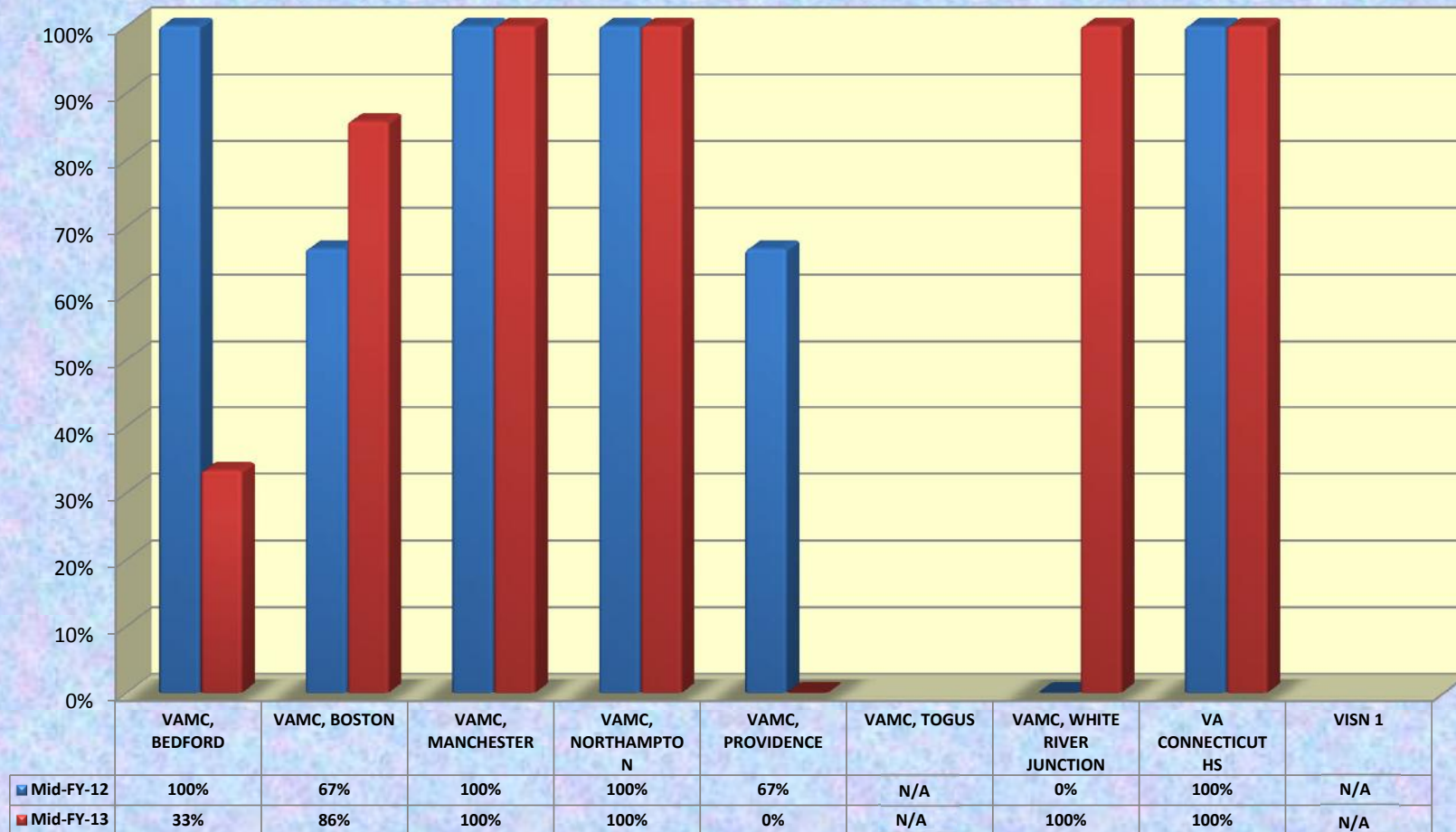
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

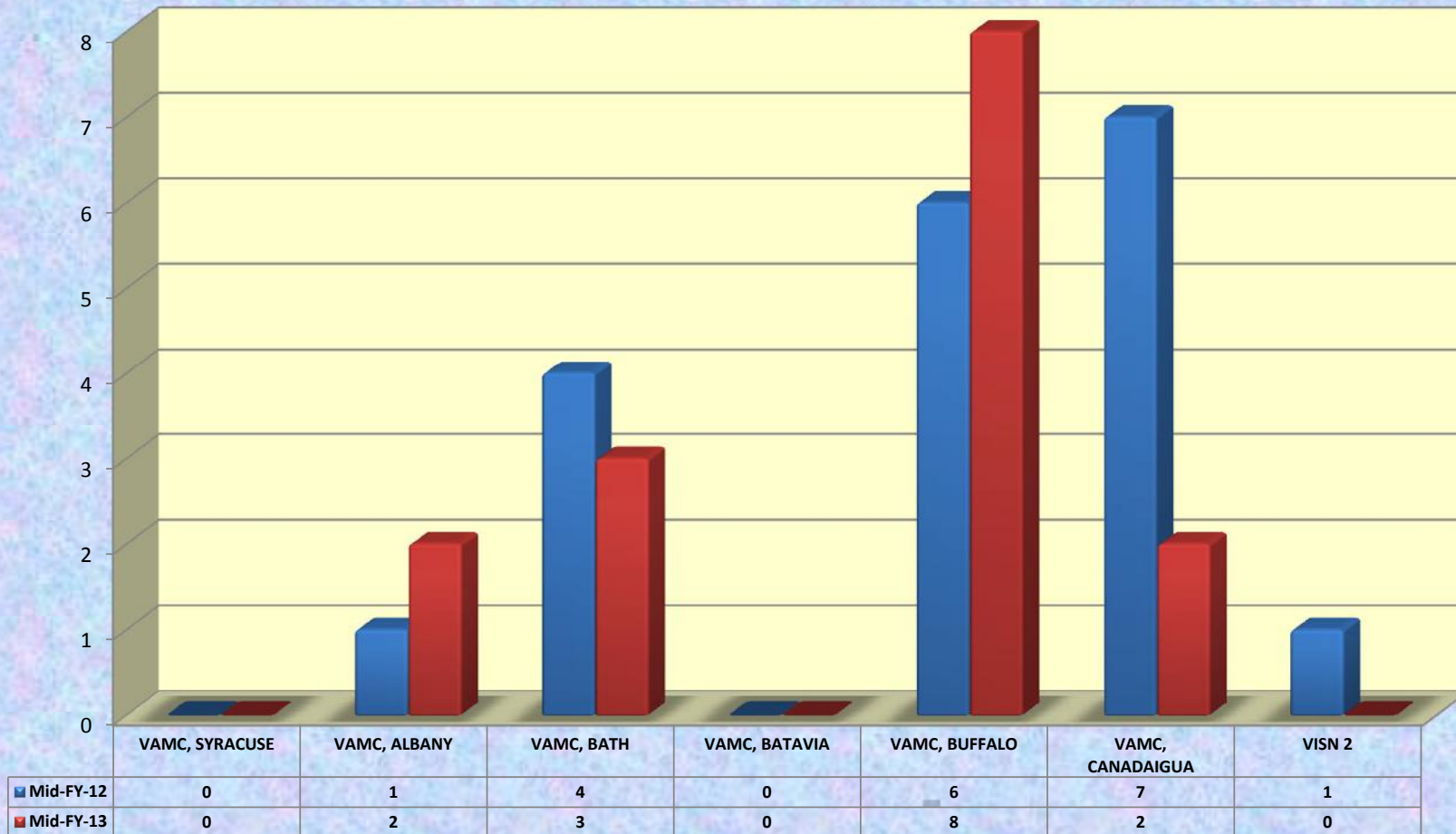
Non-EEO ADR Resolution Rate - VISN 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

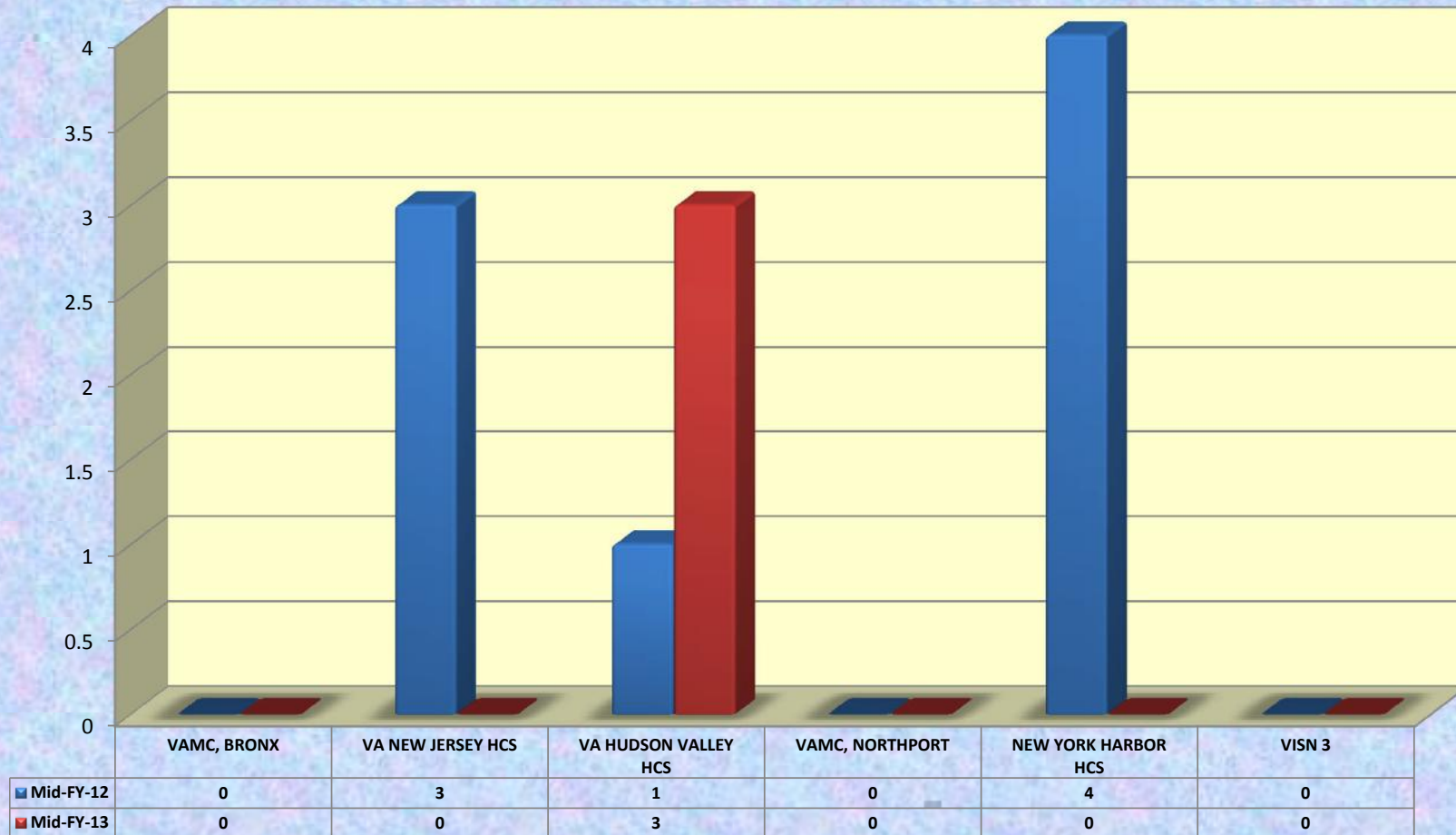
Non-EEO ADR Resolution Rate - VISN 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 3



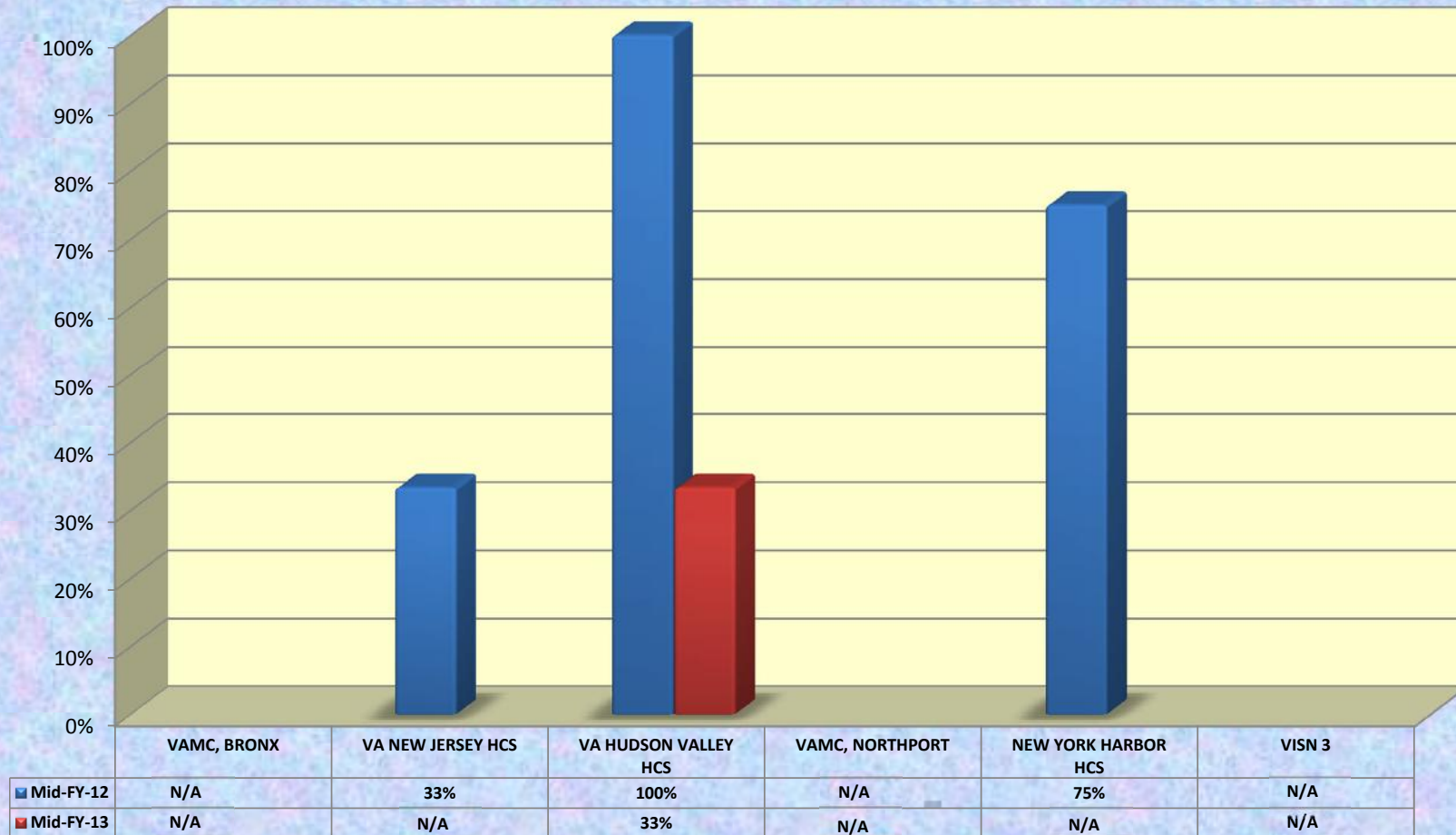
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

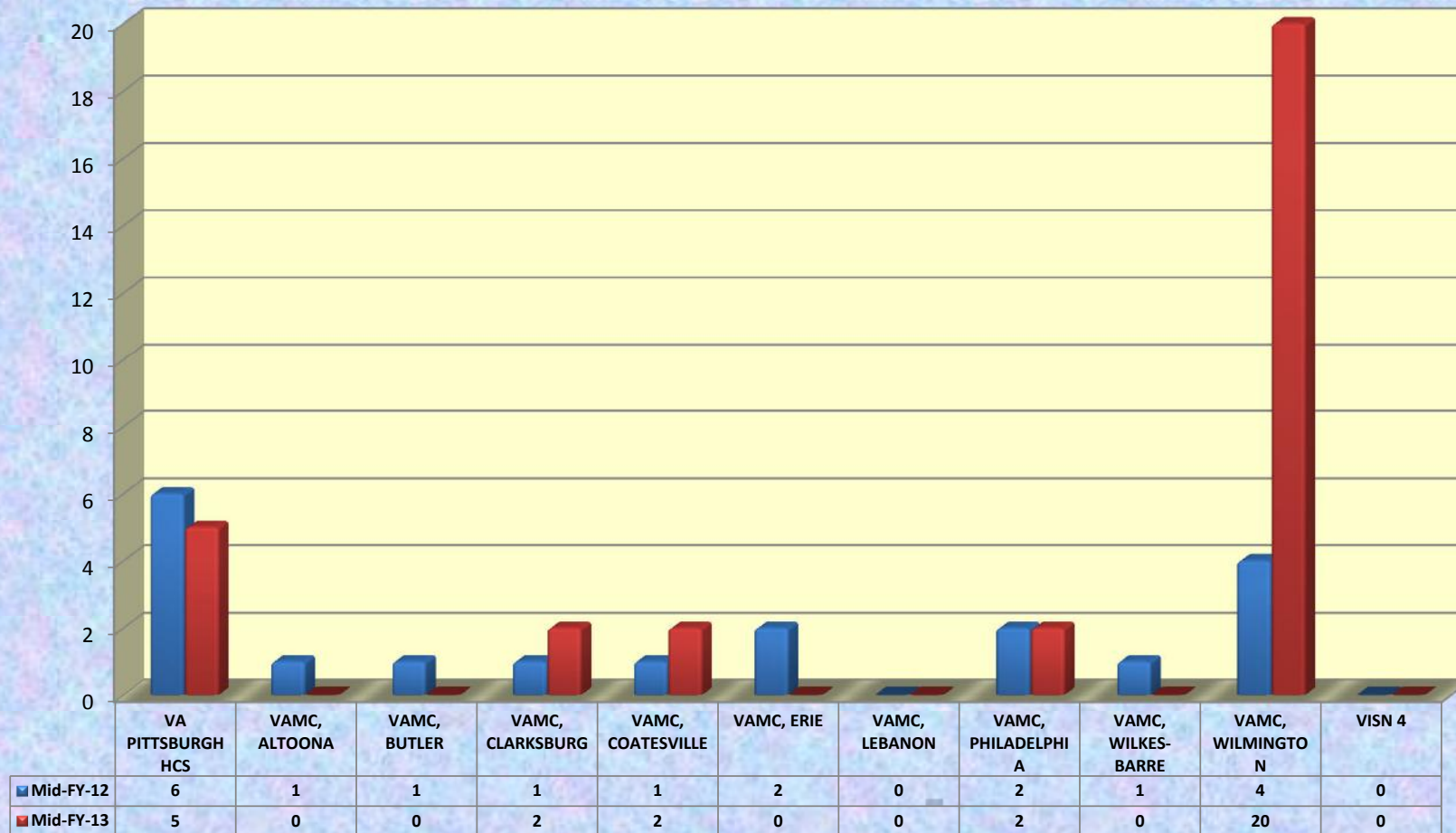
Non-EEO ADR Resolution Rate - VISN 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration *Mid-FY-12 & Mid-FY-13* *Non-EEO ADR Requests - VISN 4*



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

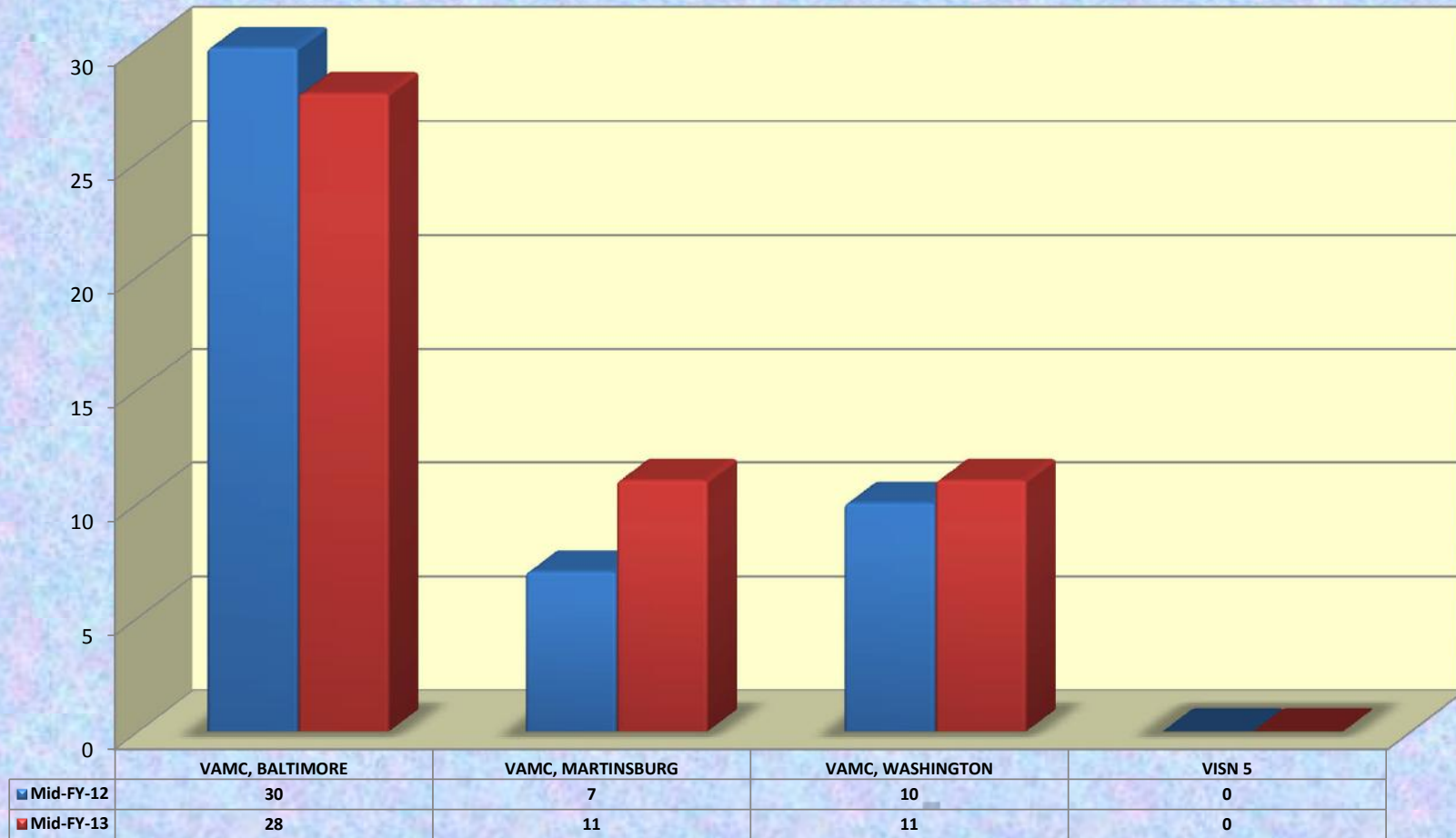
Non-EEO ADR Resolution Rate - VISN 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 5



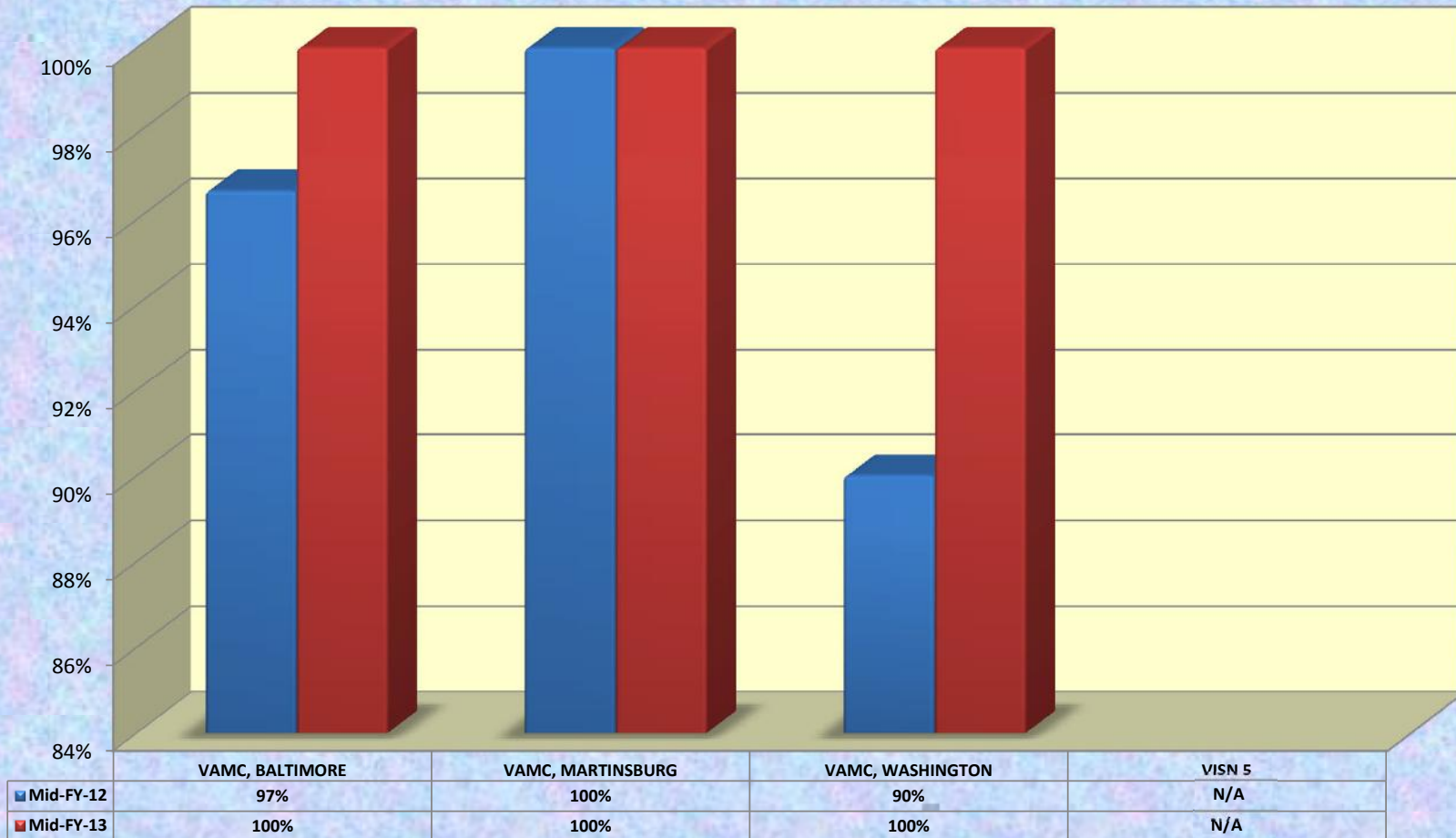
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

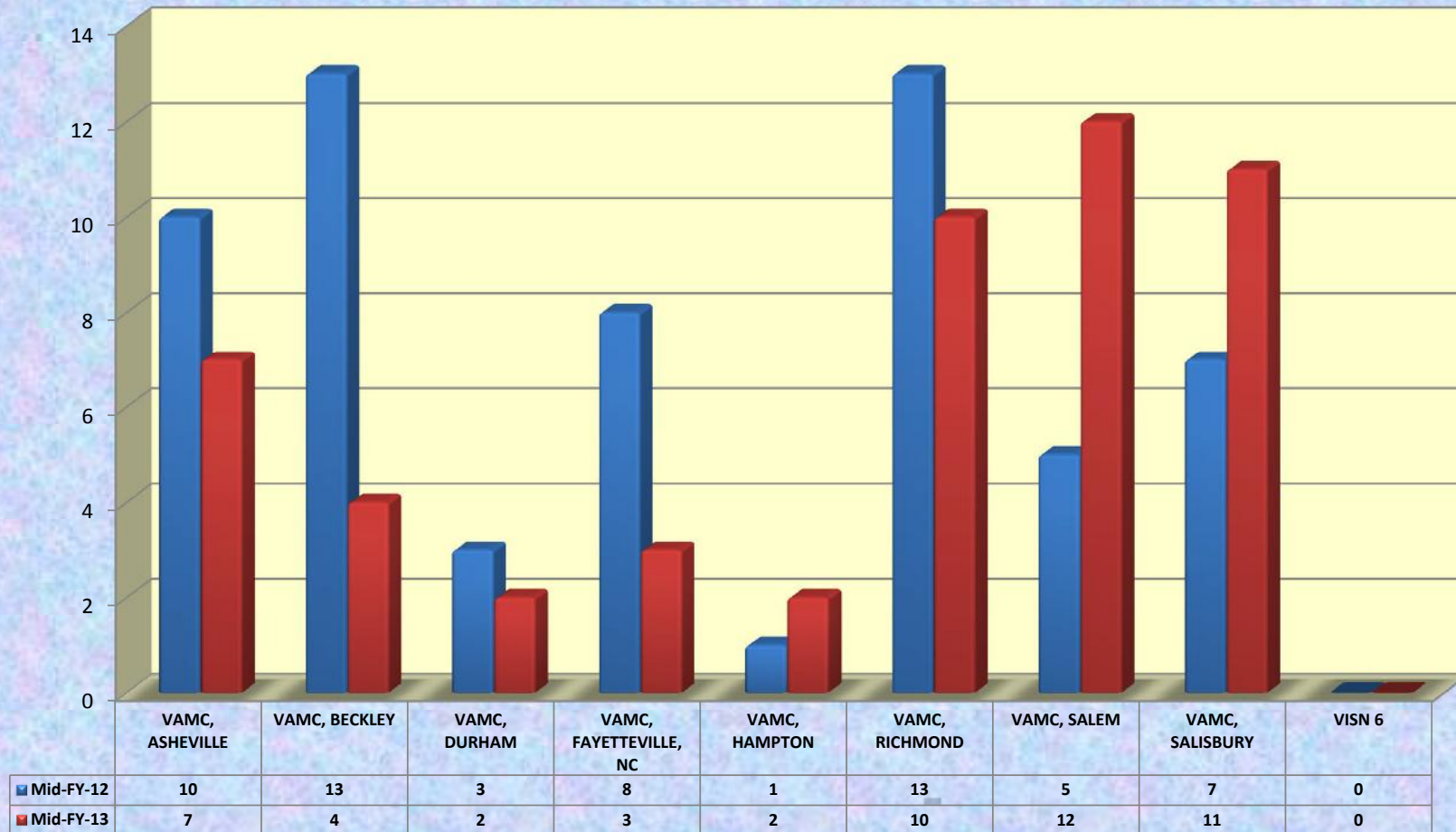
Non-EEO ADR Resolution Rate - VISN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 6



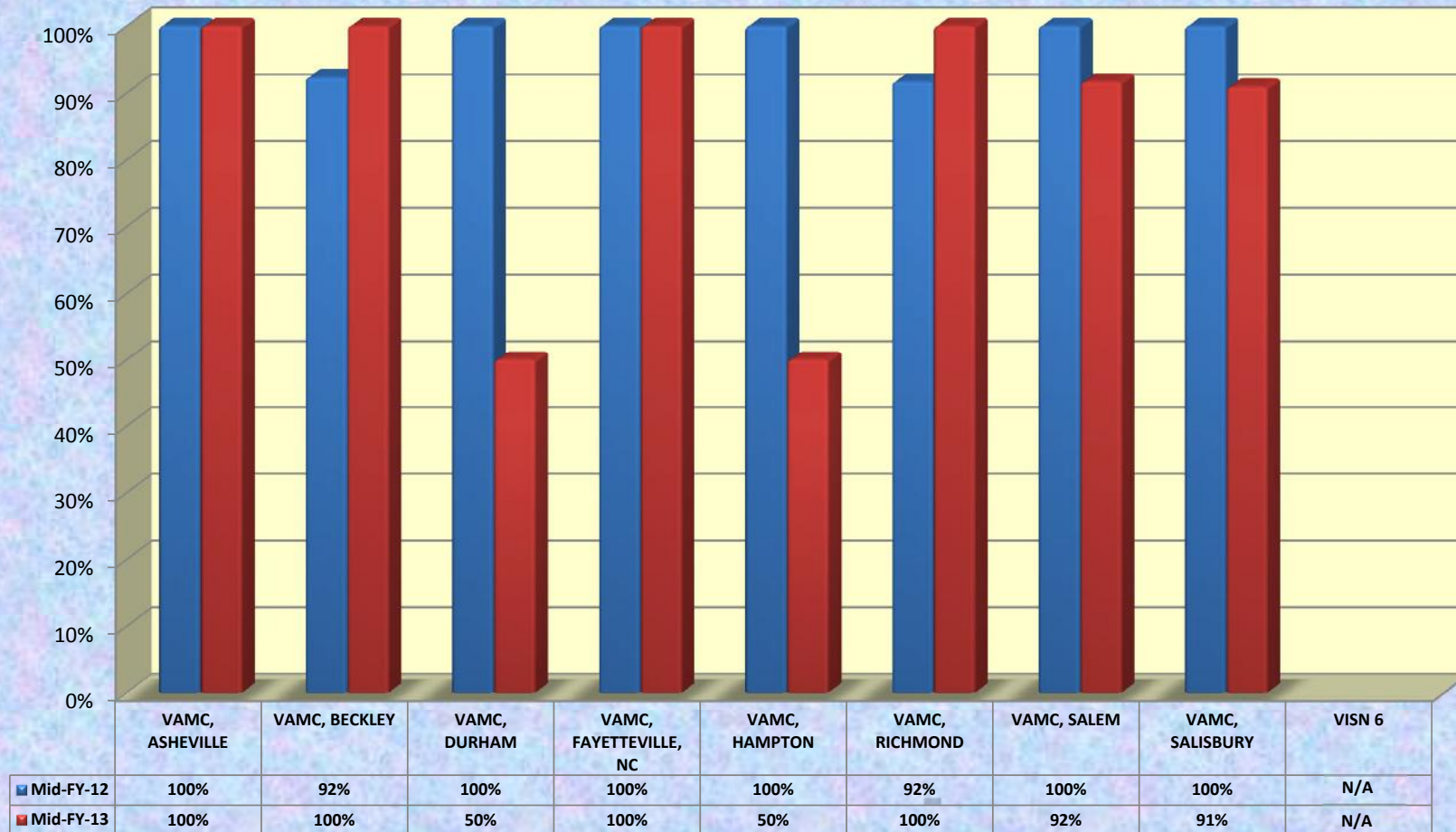
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

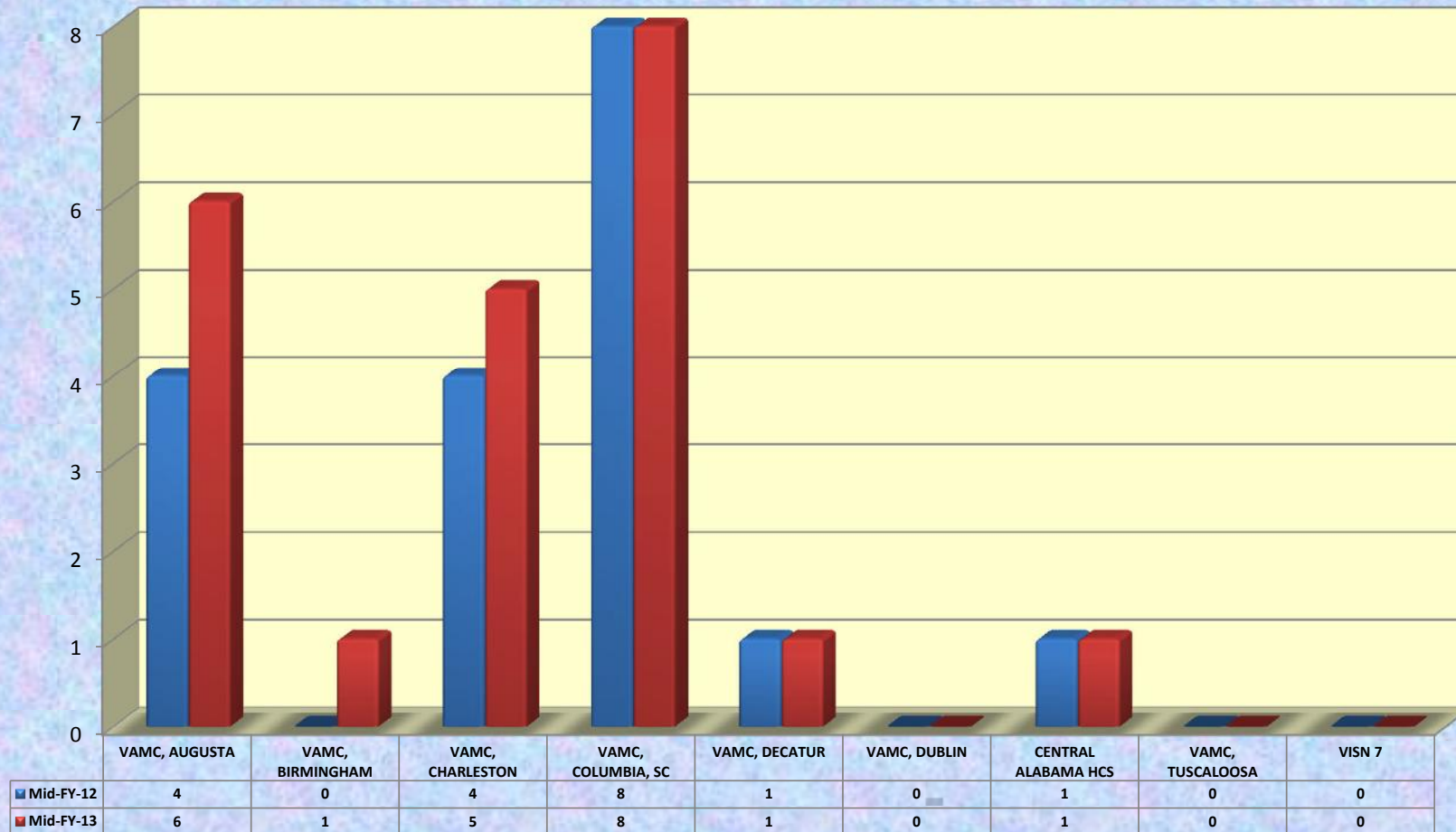
Non-EEO ADR Resolution Rate - VISN 6



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration *Mid-FY-12 & Mid-FY-13* *Non-EEO ADR Requests - VISN 7*



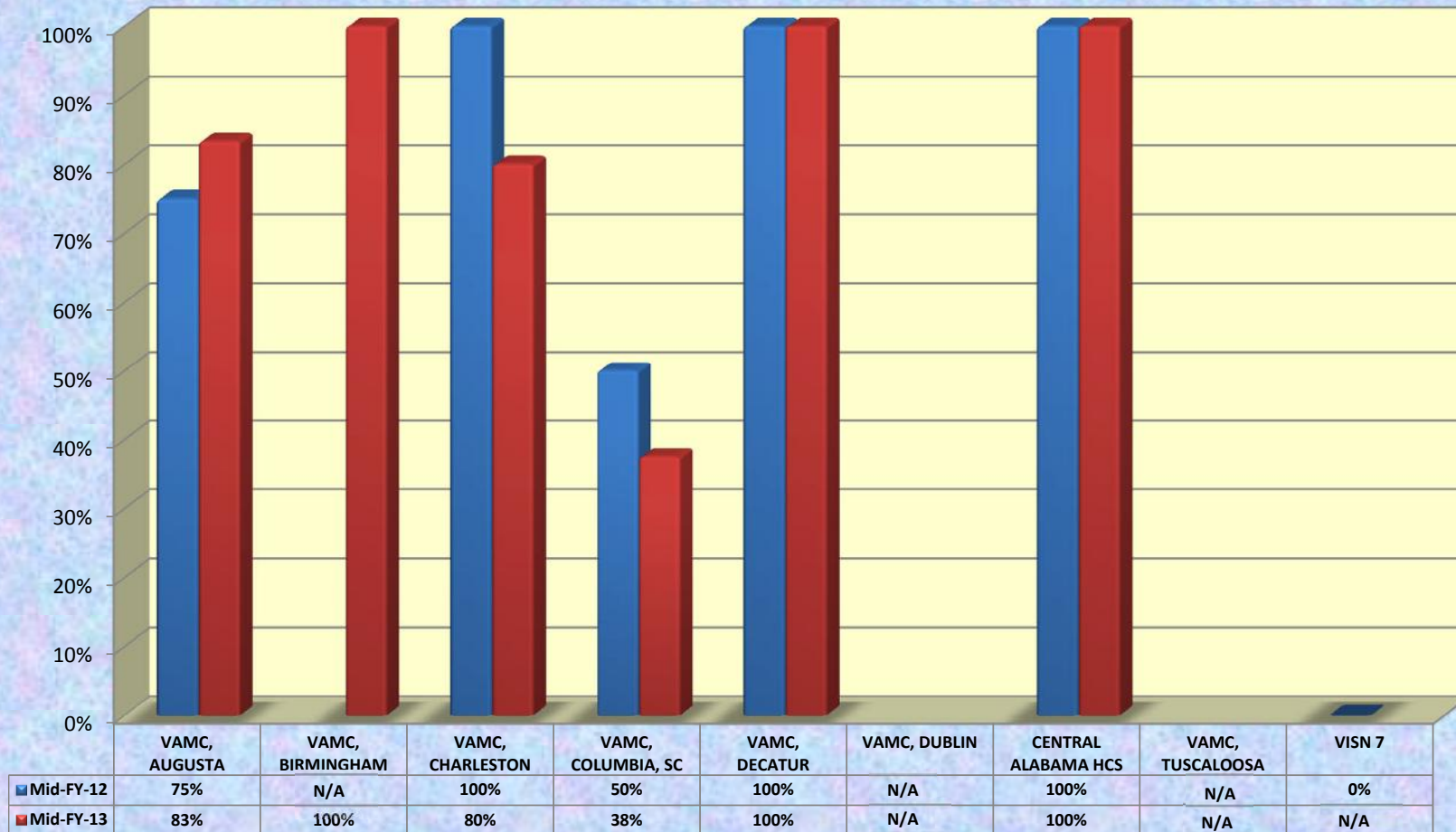
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

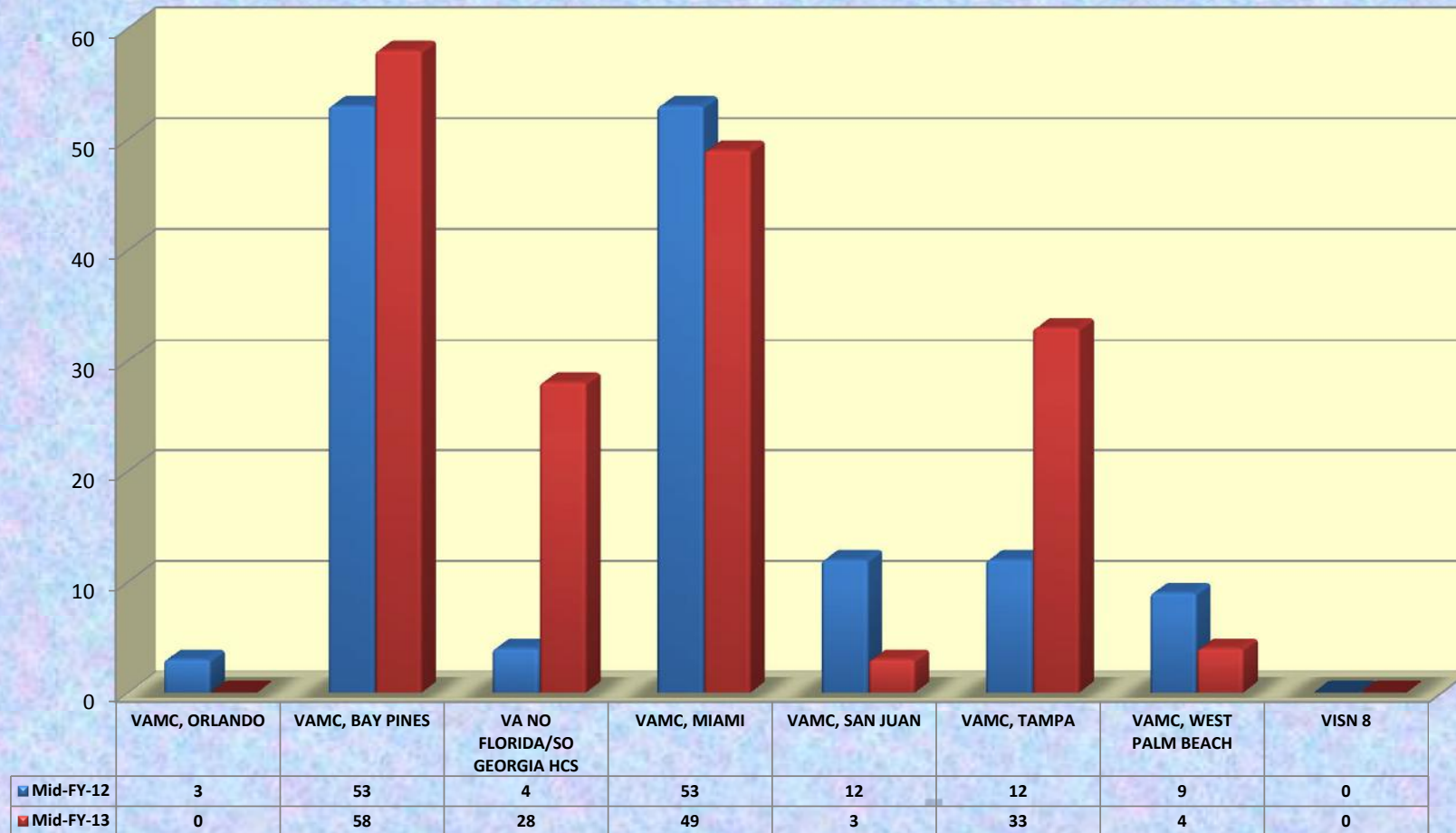
Non-EEO ADR Resolution Rate - VISN 7



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 8



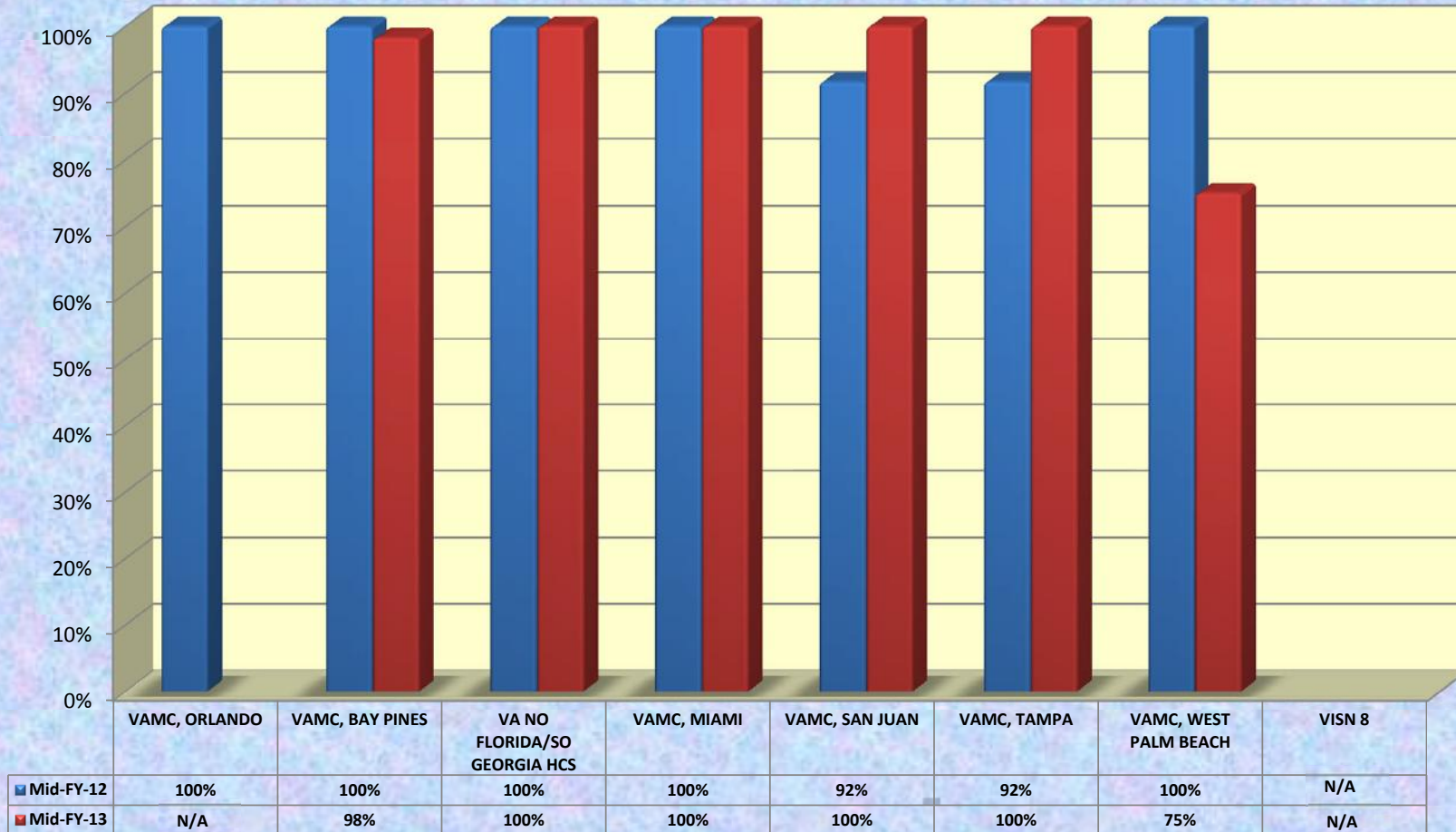
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

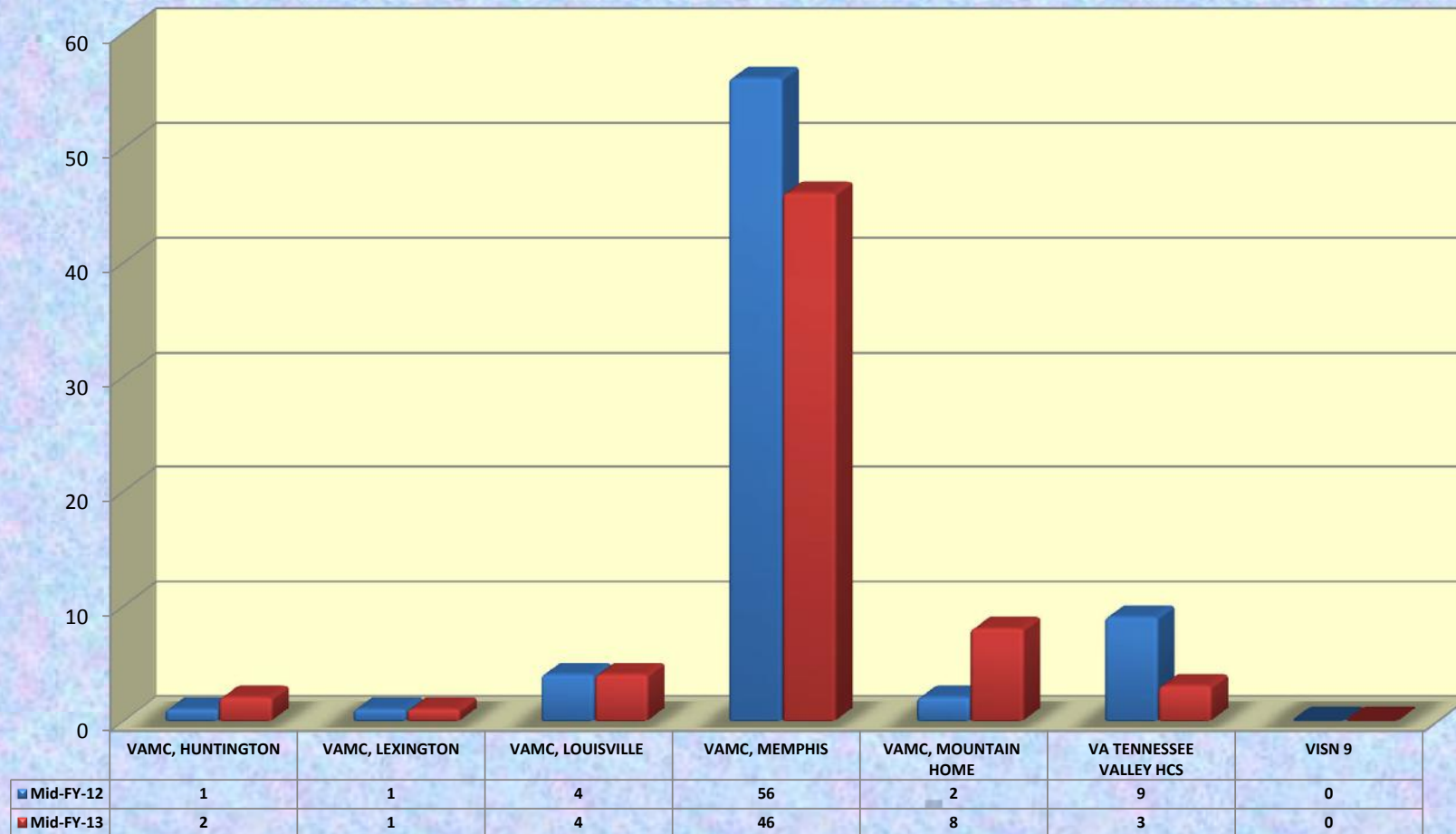
Non-EEO ADR Resolution Rate - VISN 8



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

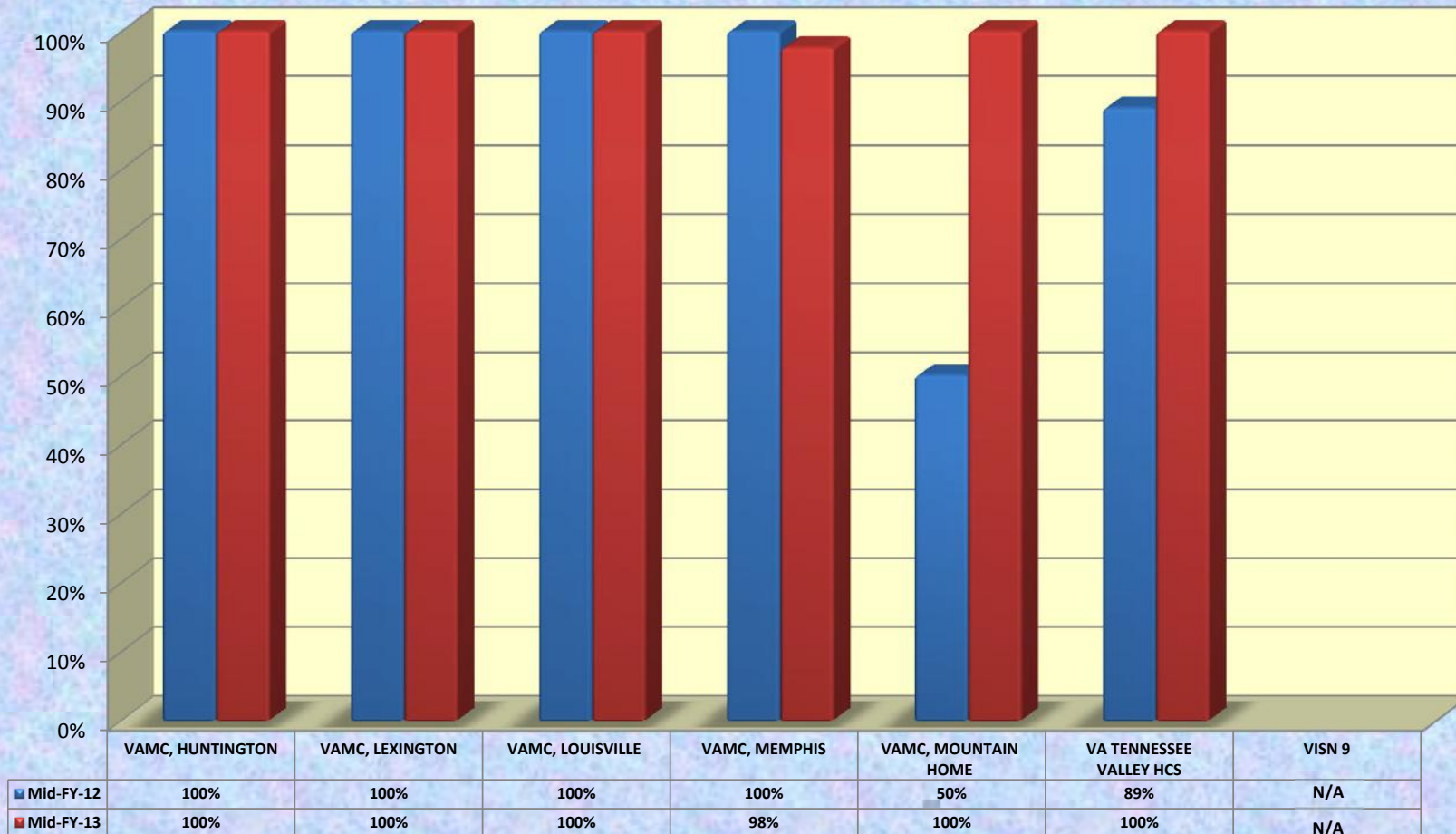
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 9



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

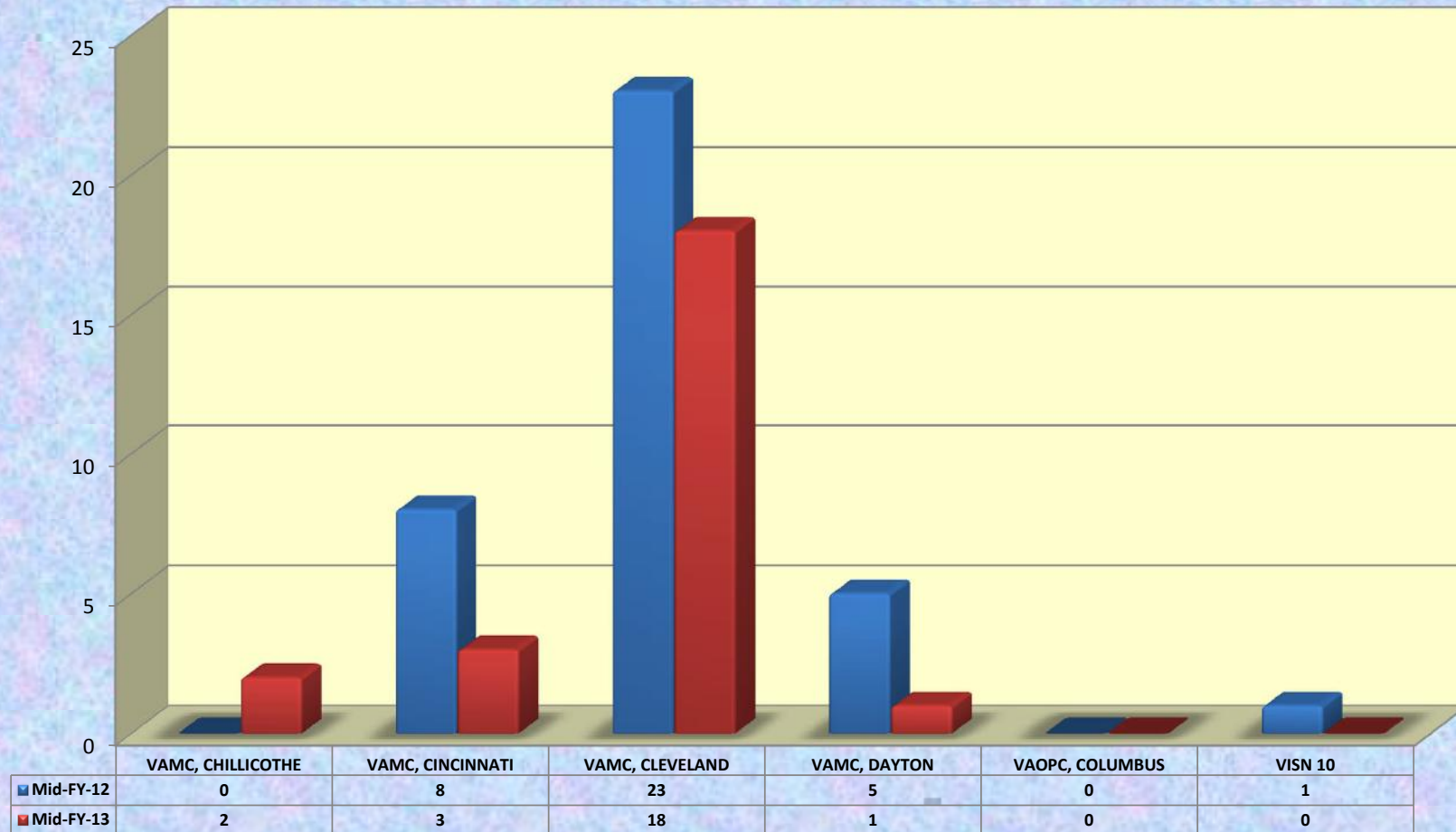
Veterans Health Administration *Mid-FY-12 & Mid-FY-13* *Non-EEO ADR Resolution Rate - VISN 9*



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 10



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

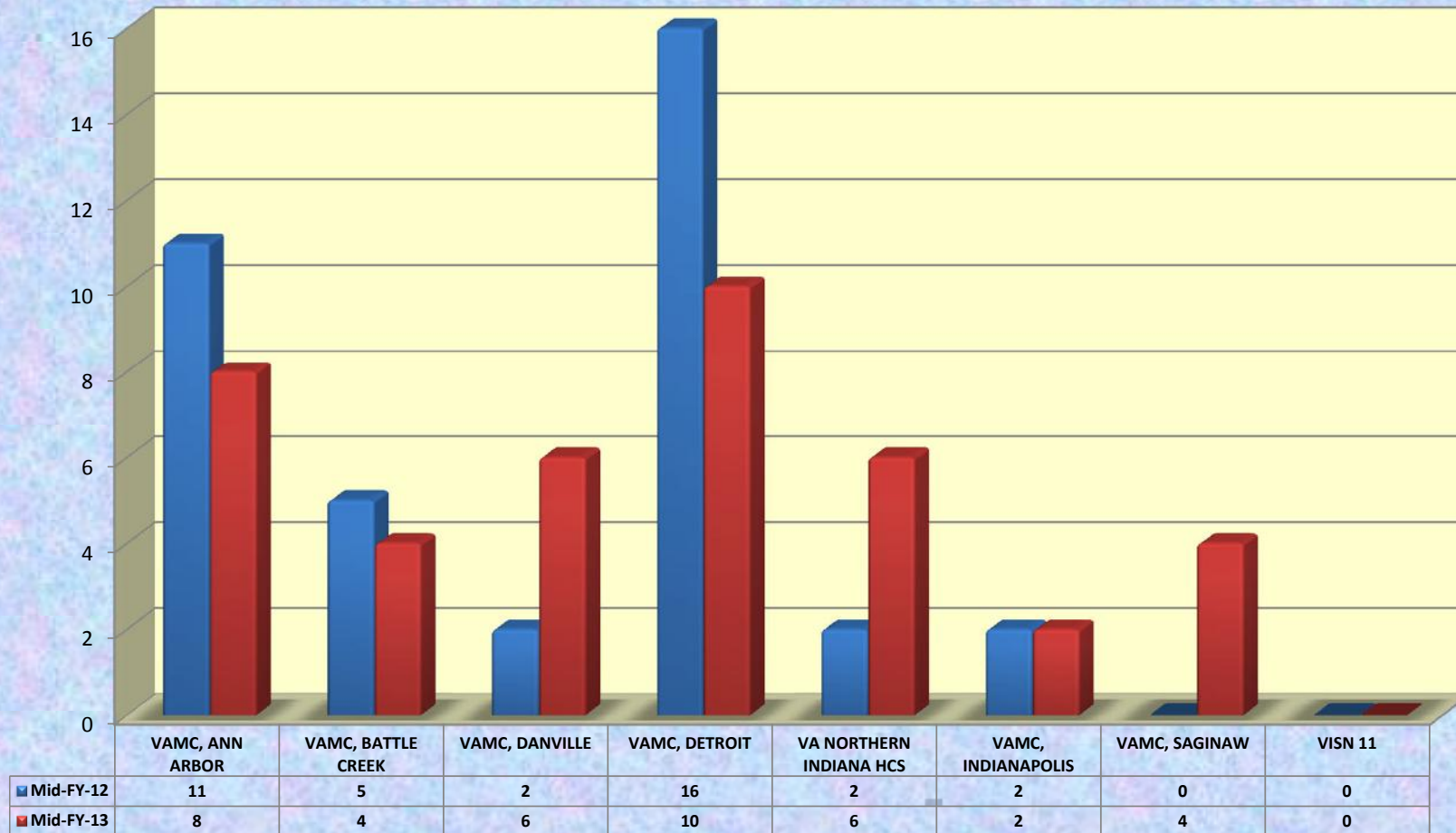
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 10



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

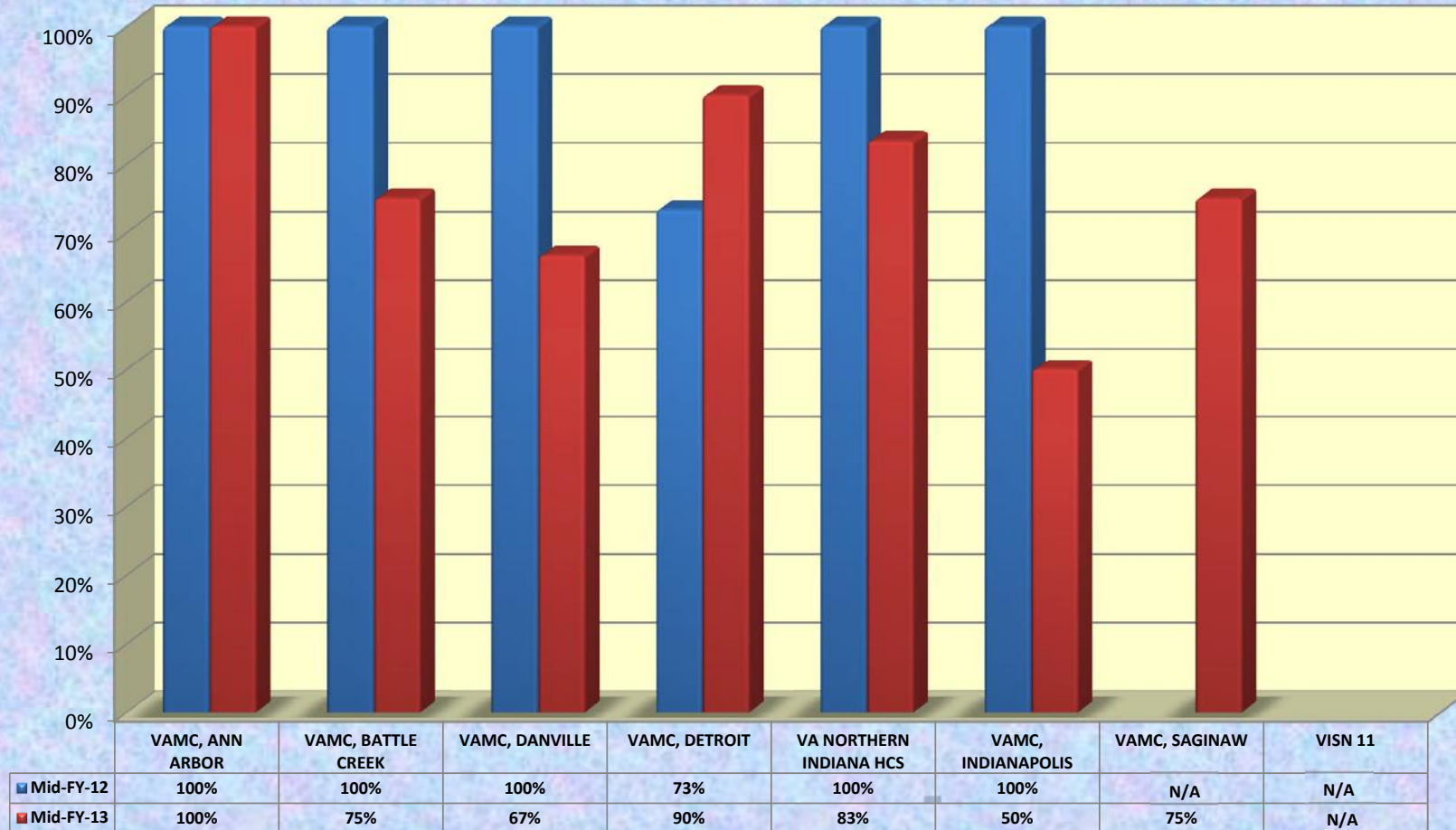
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 11



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

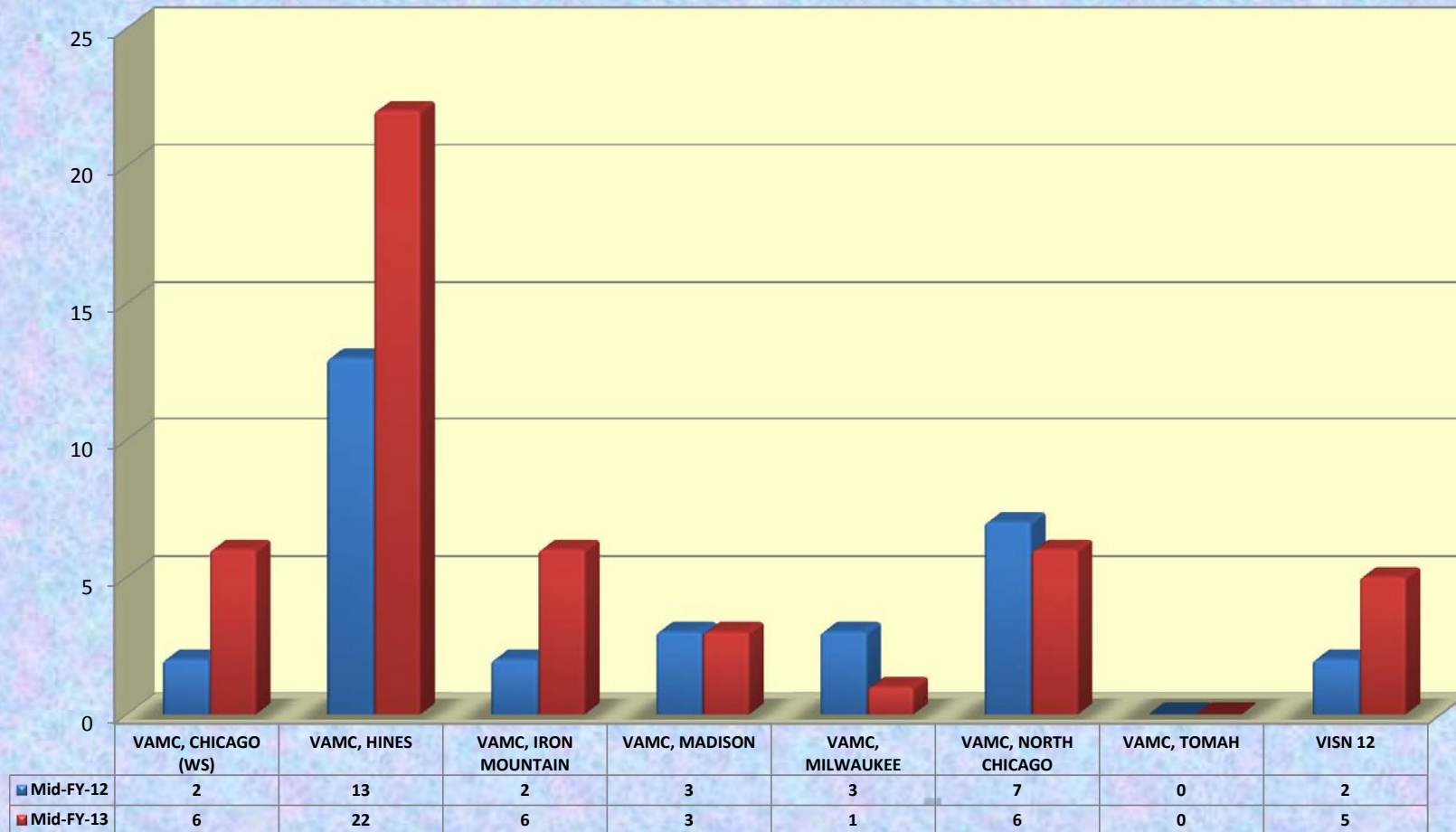
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 11



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration *Mid-FY-12 & Mid-FY-13* *Non-EEO ADR Requests - VISN 12*



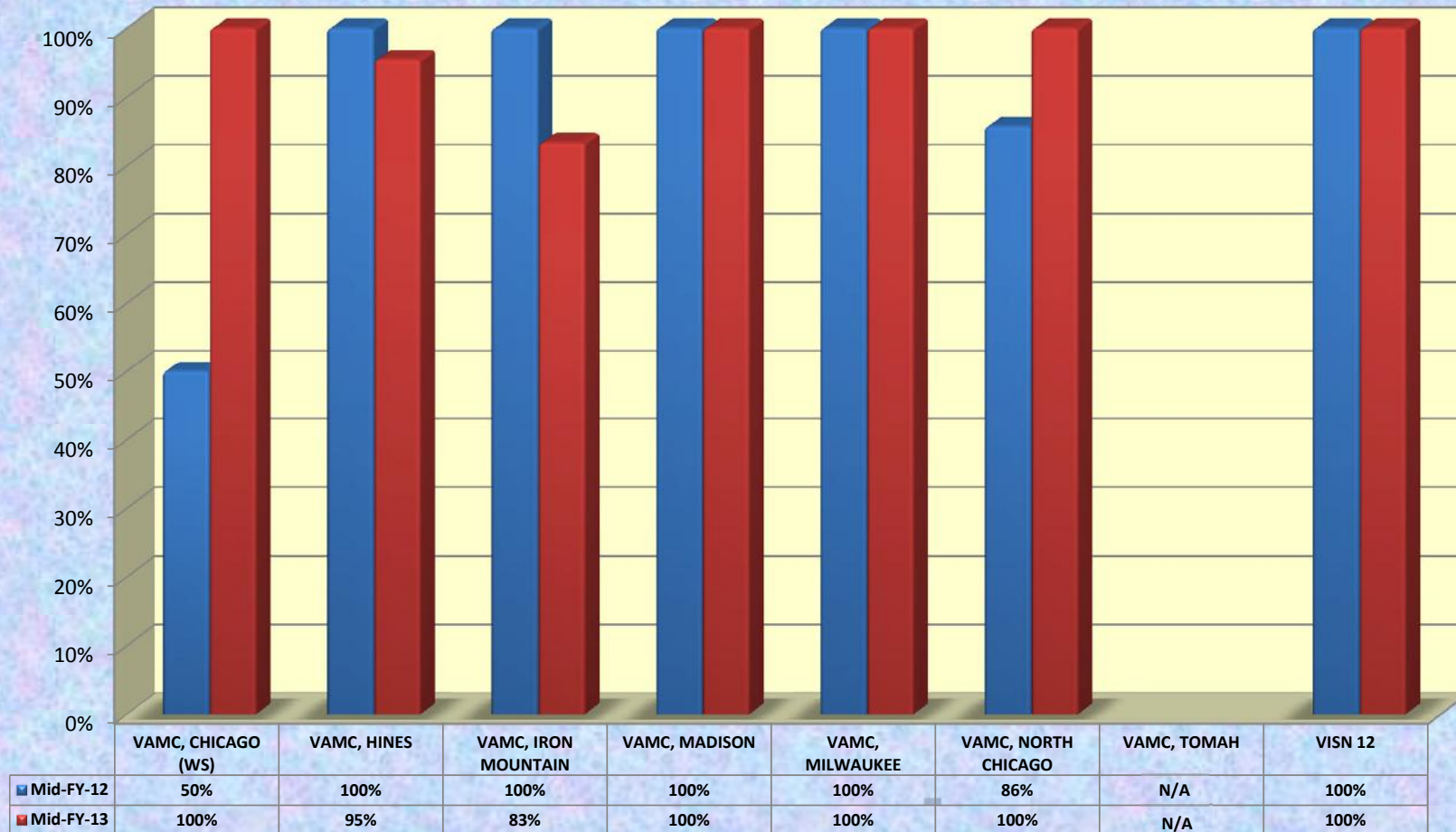
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Non-EEO ADR Resolution Rate - VISN 12



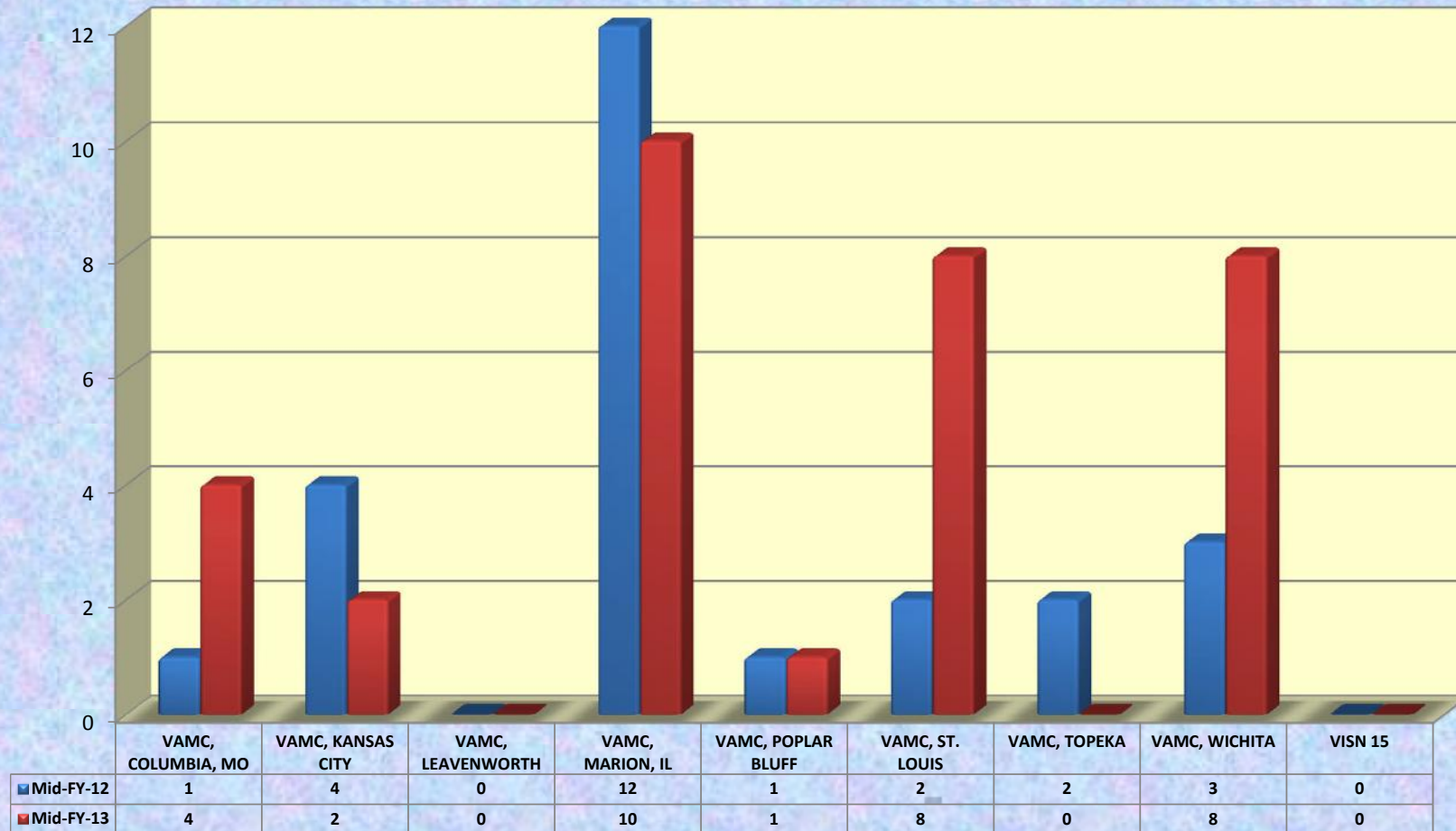
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

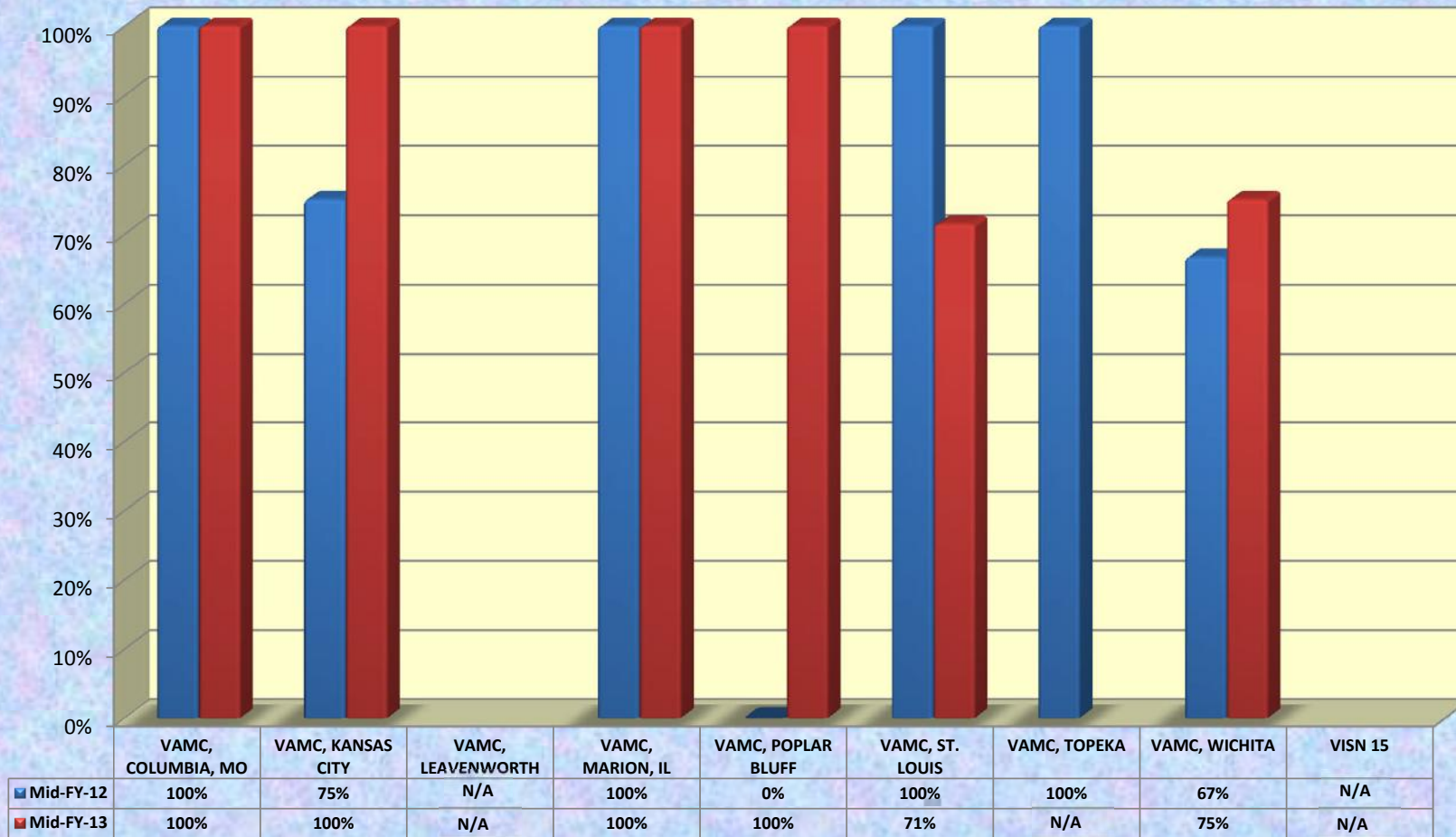
Non-EEO ADR Requests - VISN 15



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

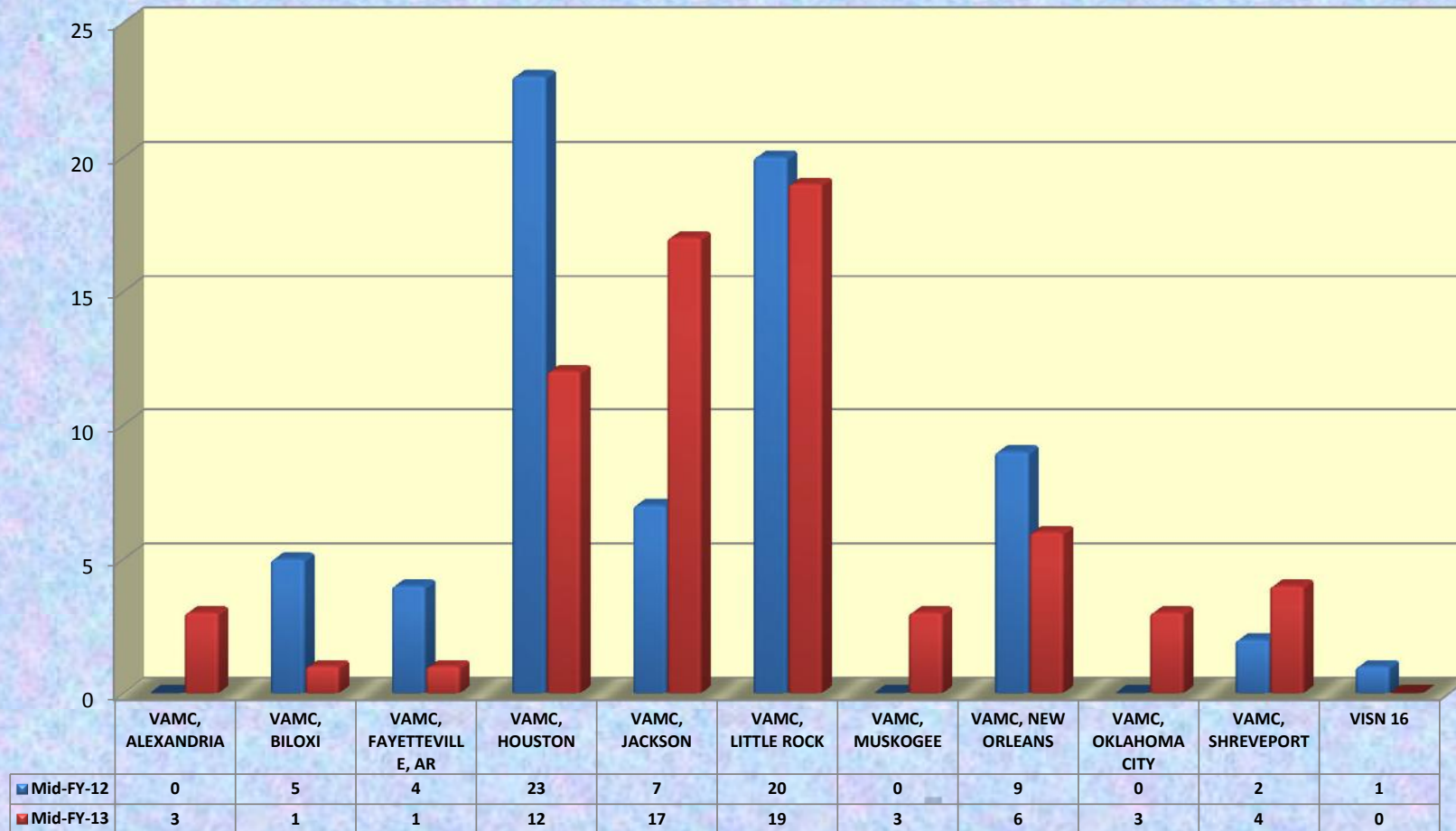
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 15



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

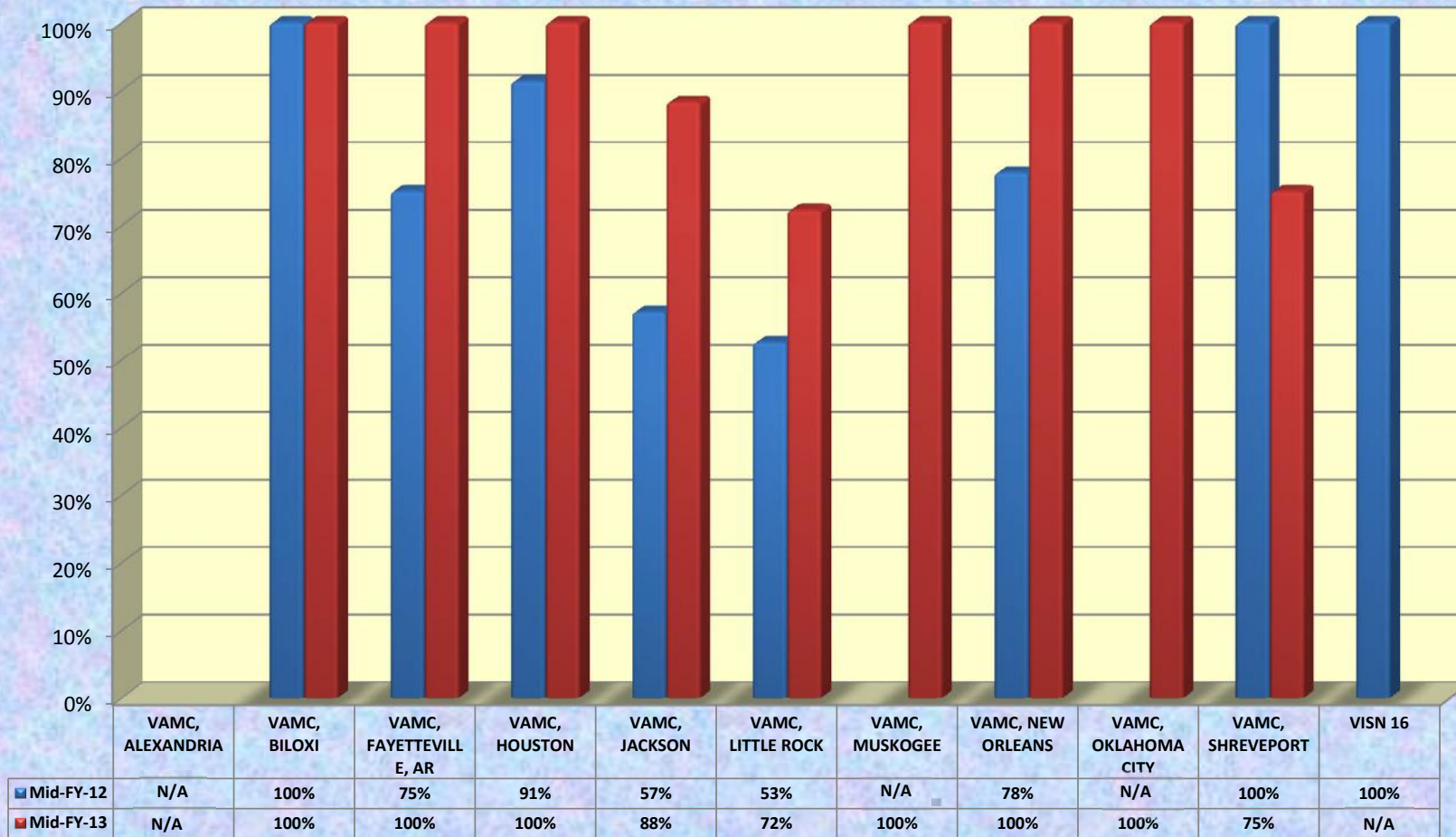
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 16



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 16



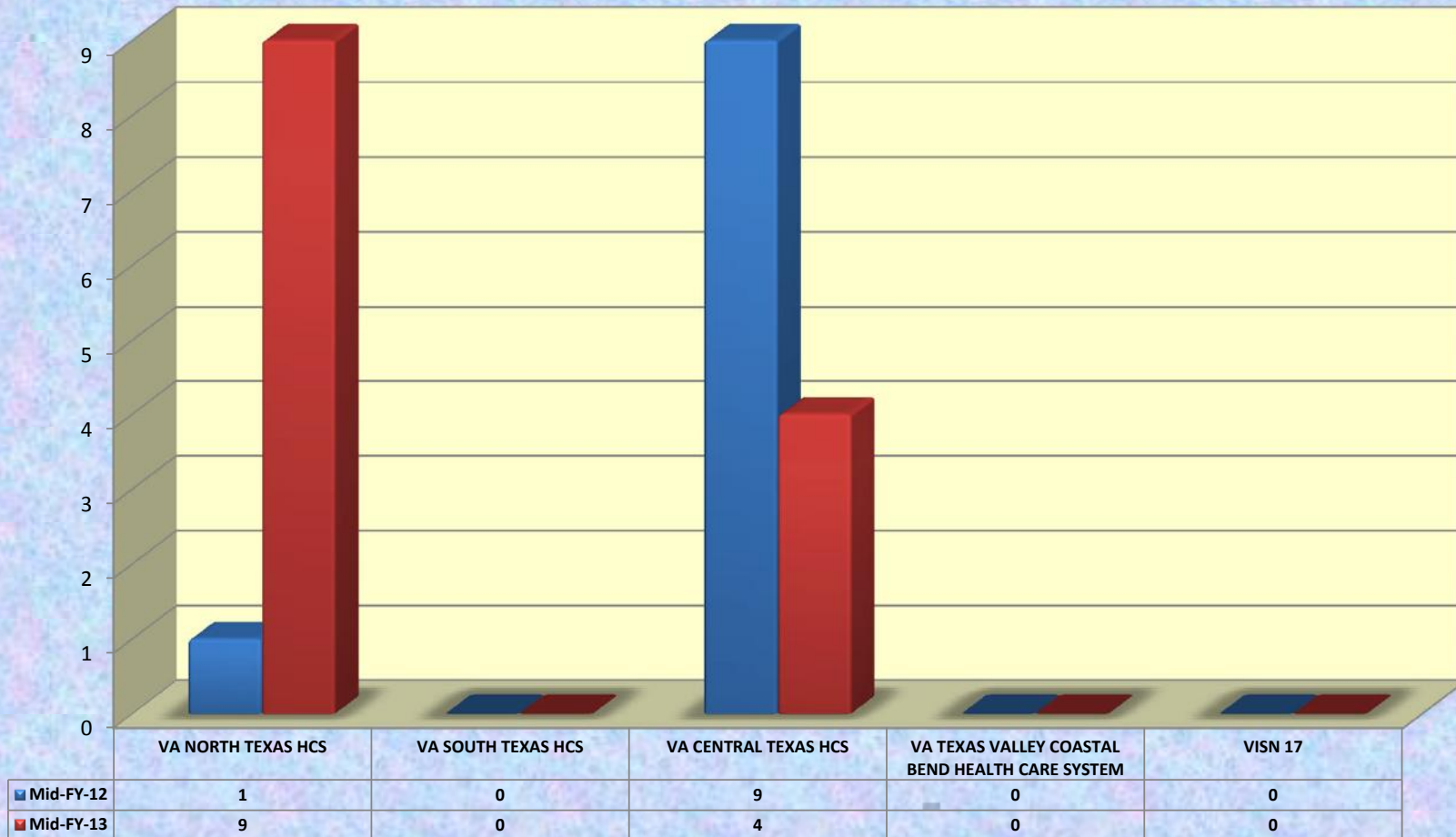
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Non-EEO ADR Requests - VISN 17



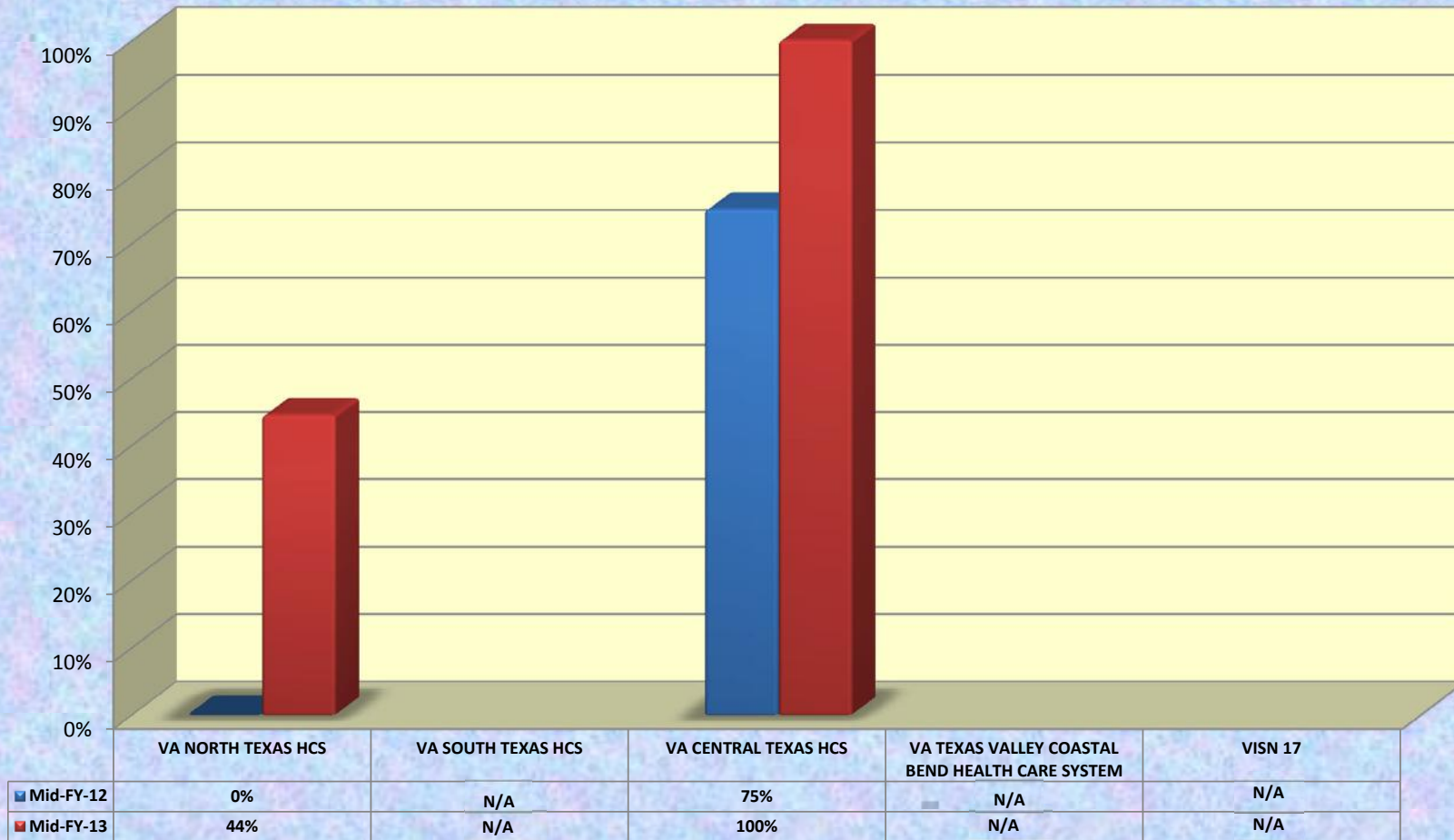
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Non-EEO ADR Resolution Rate - VISN 17



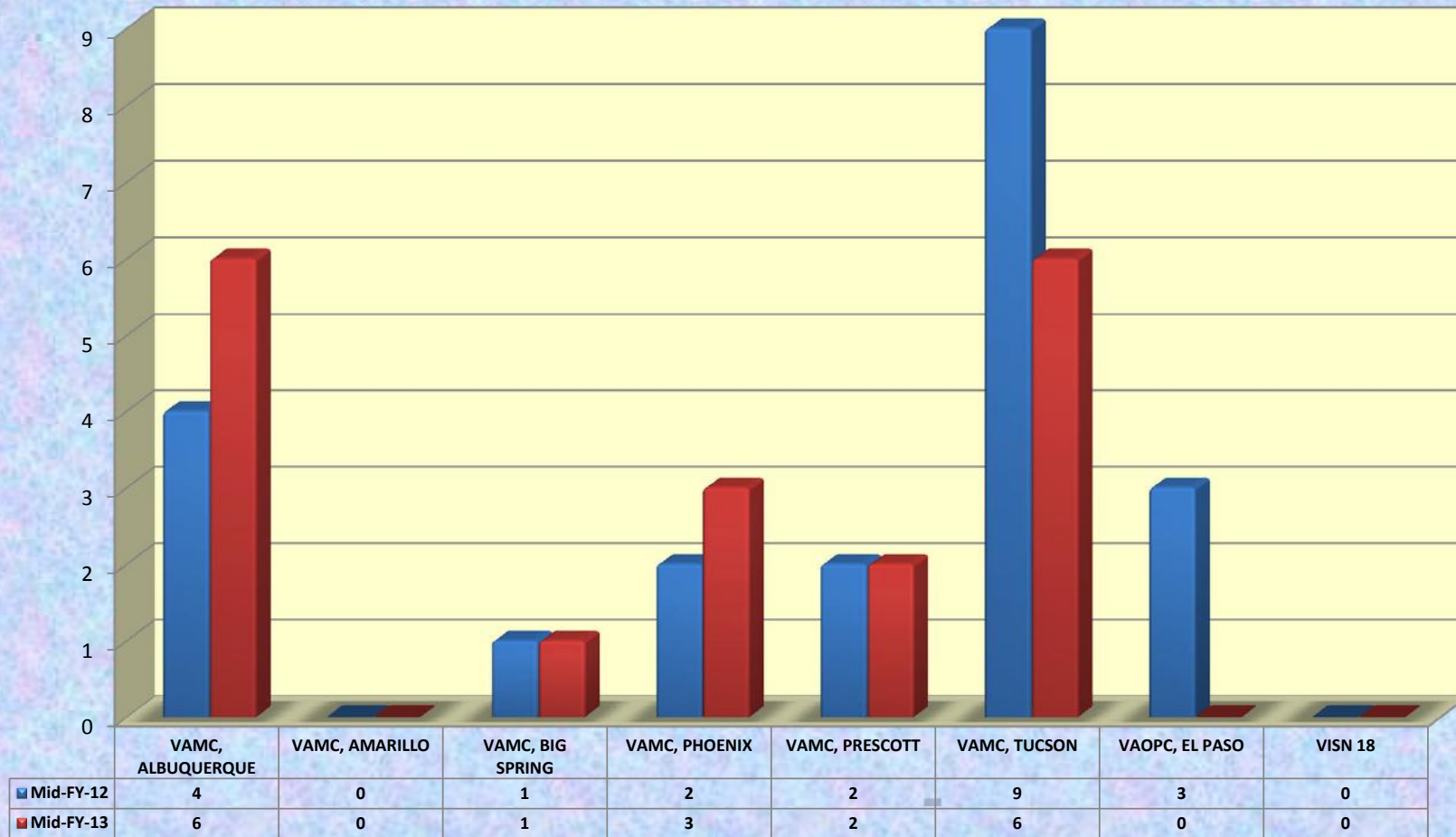
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Non-EEO ADR Requests - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 19



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration *Mid-FY-12 & Mid-FY-13* *Non-EEO ADR Resolution Rate - VISN 19*



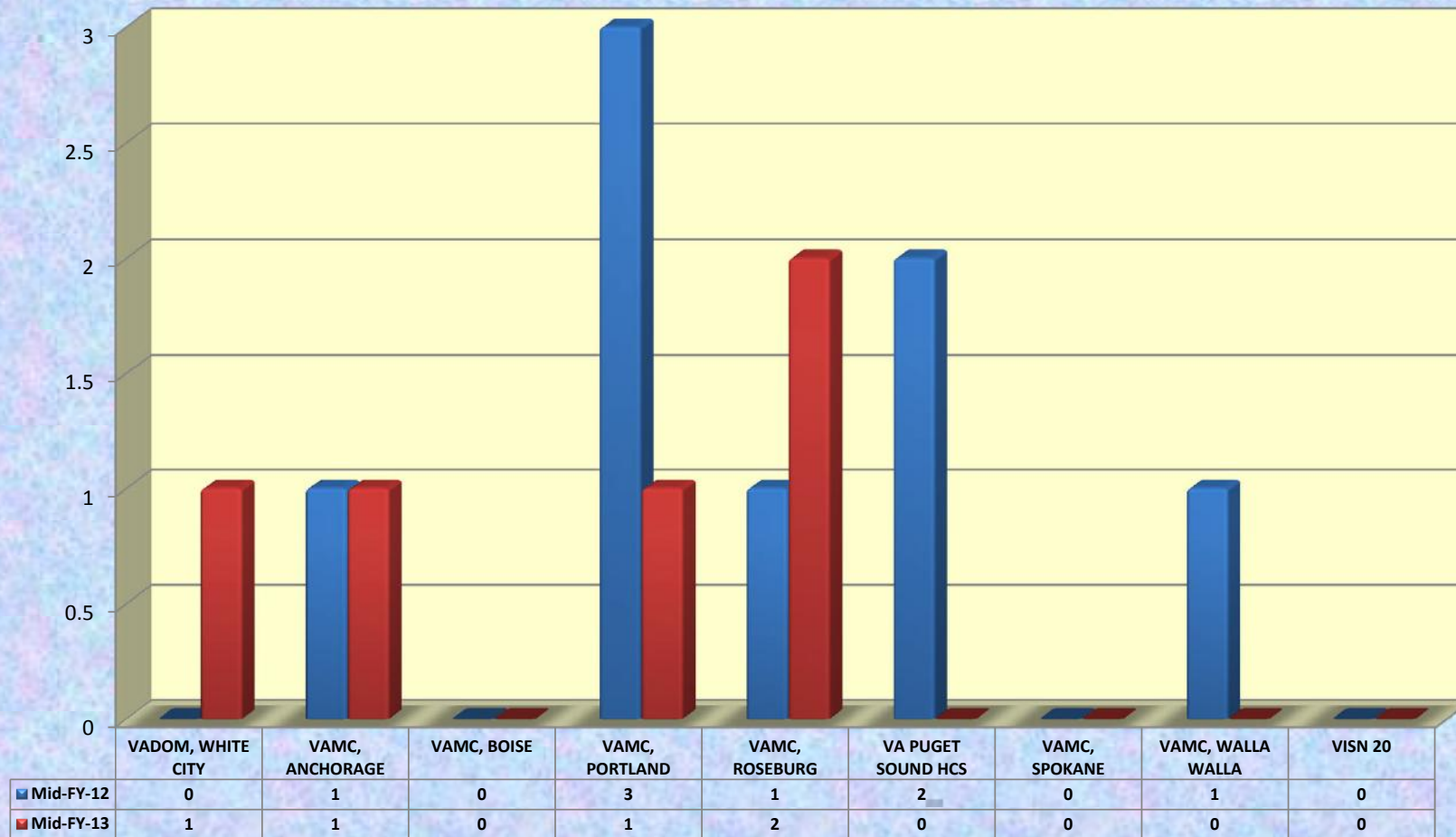
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Non-EEO ADR Requests - VISN 20



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

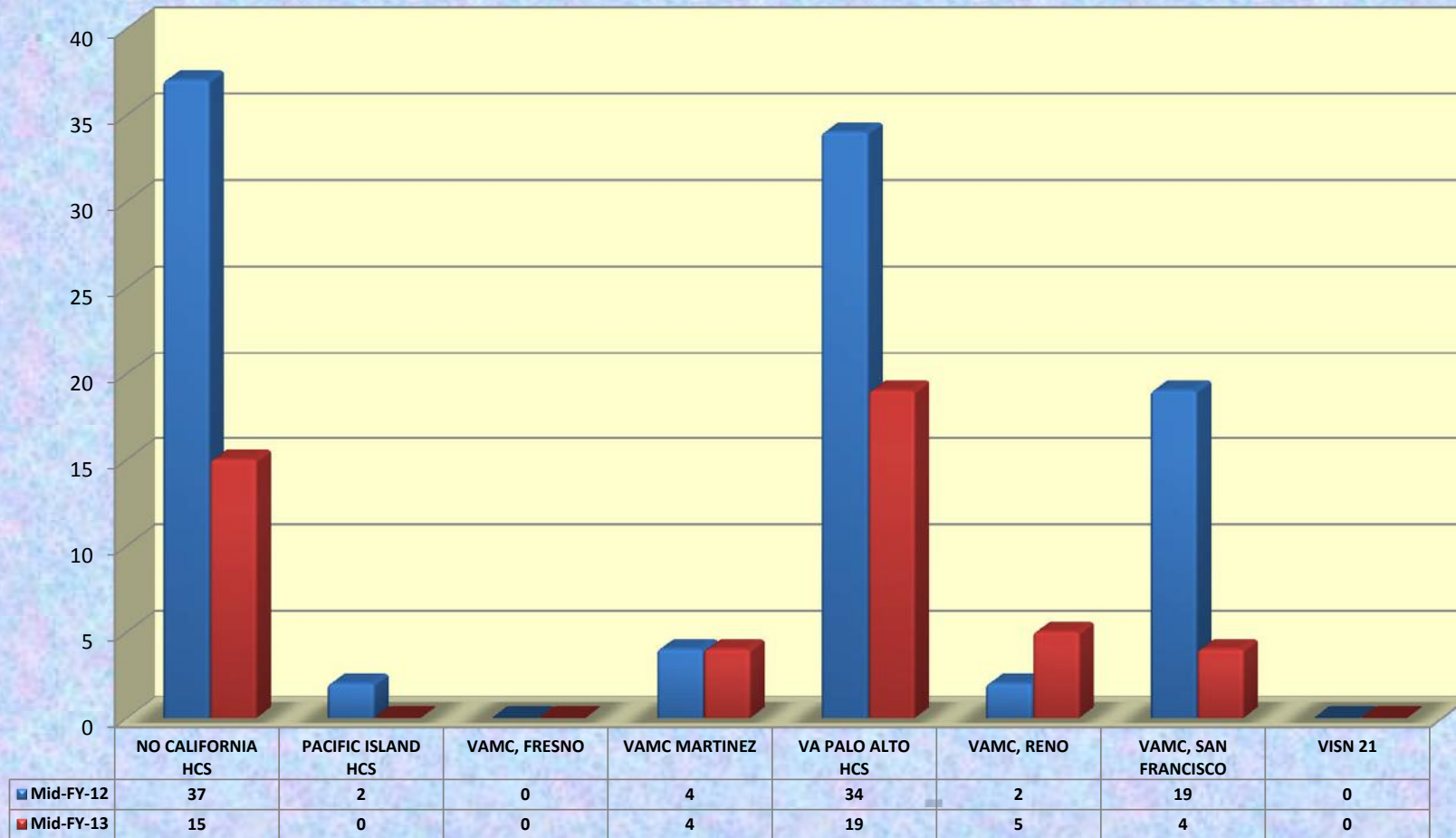
Non-EEO ADR Resolution Rate - VISN 20



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 21



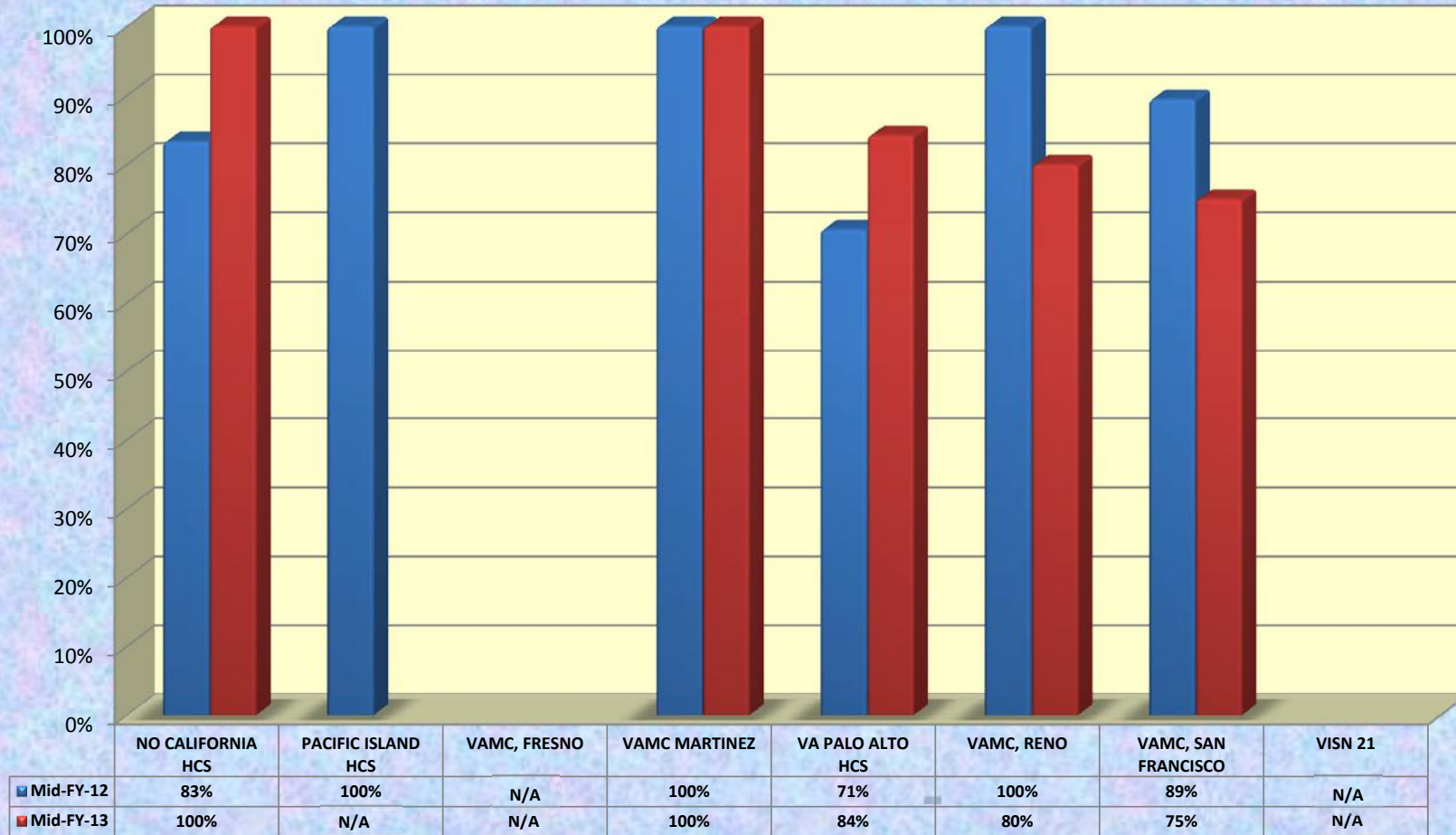
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

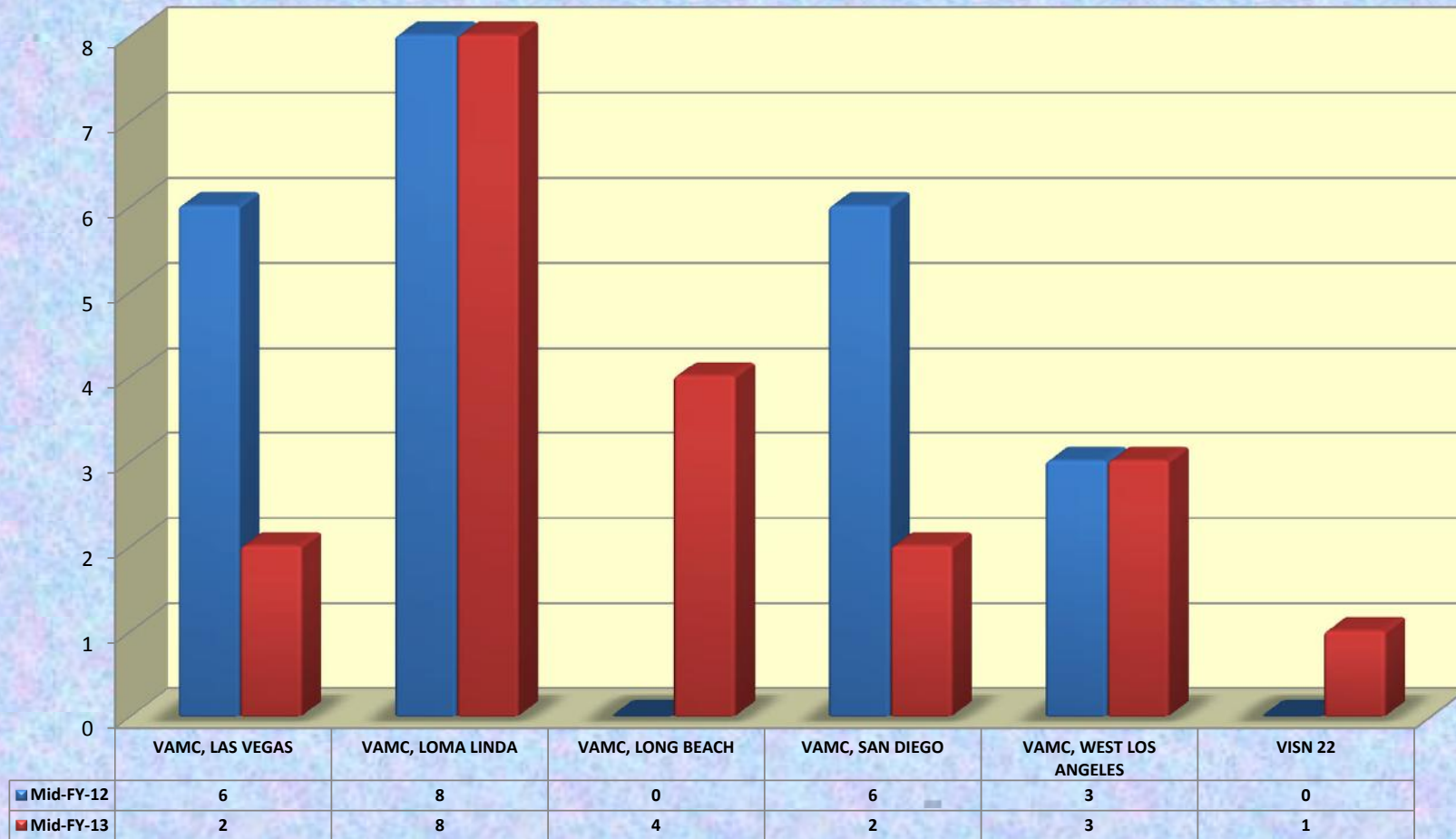
Non-EEO ADR Resolution Rate - VISN 21



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 22



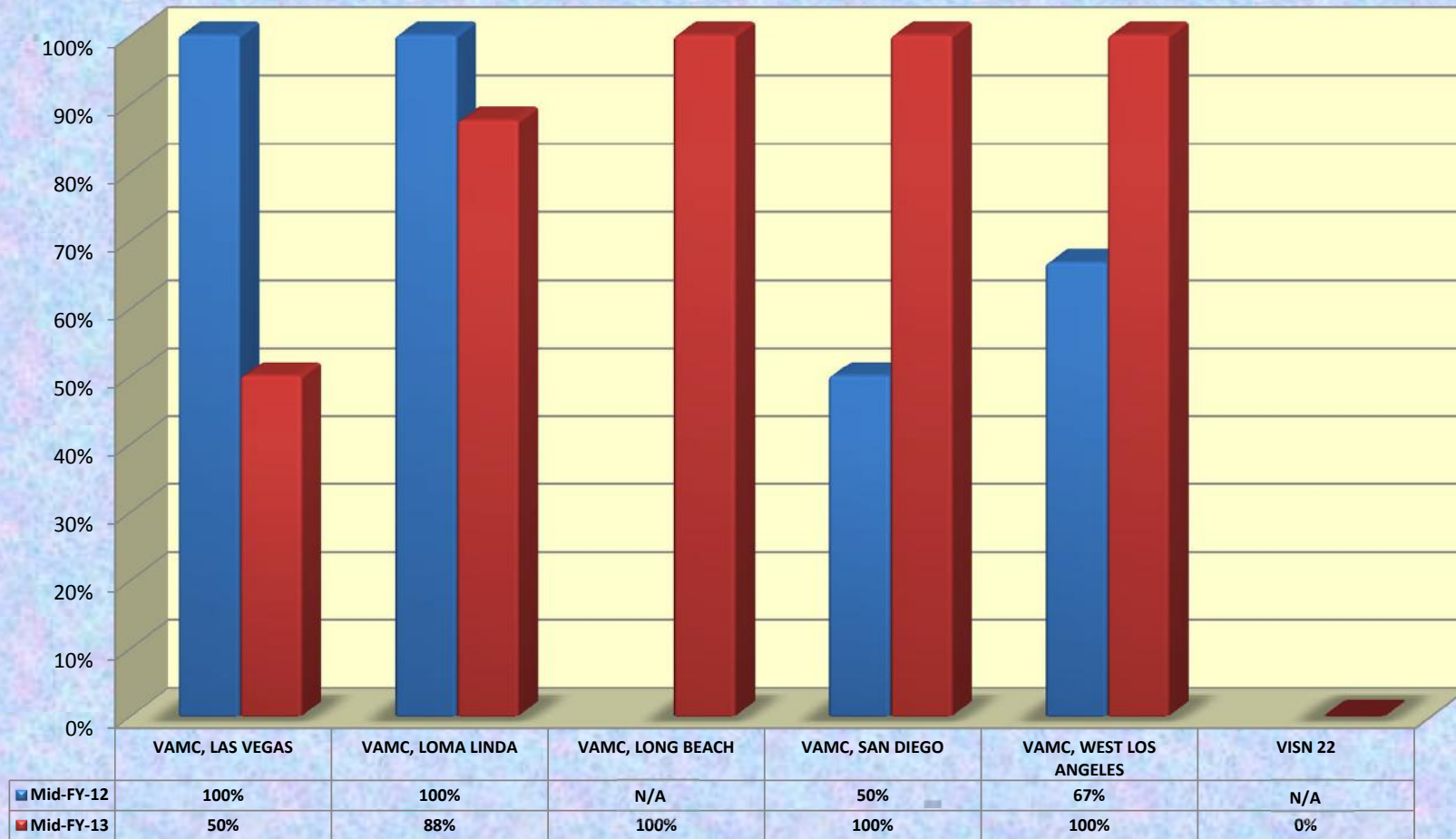
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

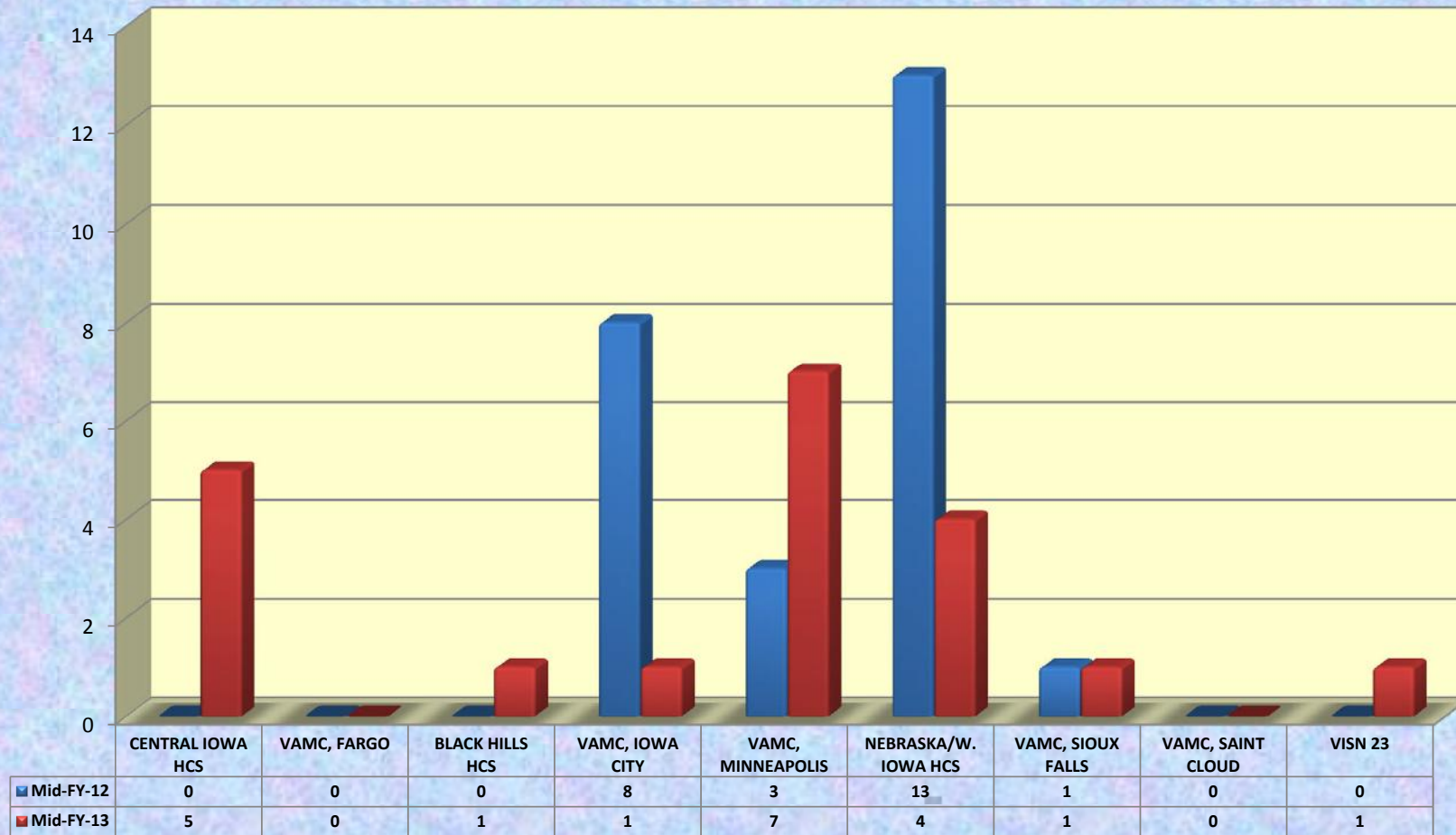
Non-EEO ADR Resolution Rate - VISN 22



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & FY-13 Non-EEO ADR Requests - VISN 23



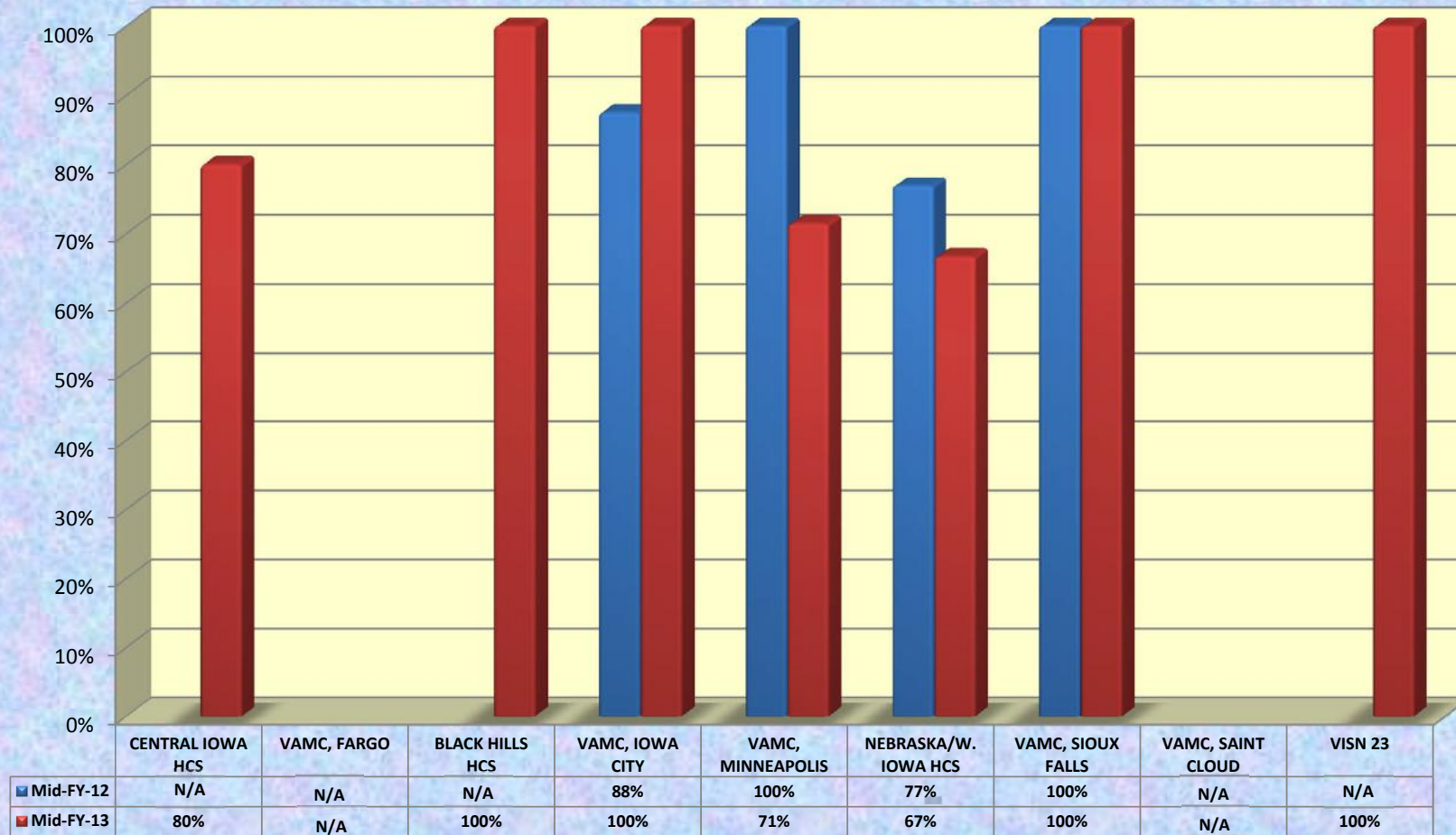
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration

Mid-FY-12 & Mid-FY-13

Non-EEO ADR Resolution Rate - VISN 23



Data Source: ADRTTracker System

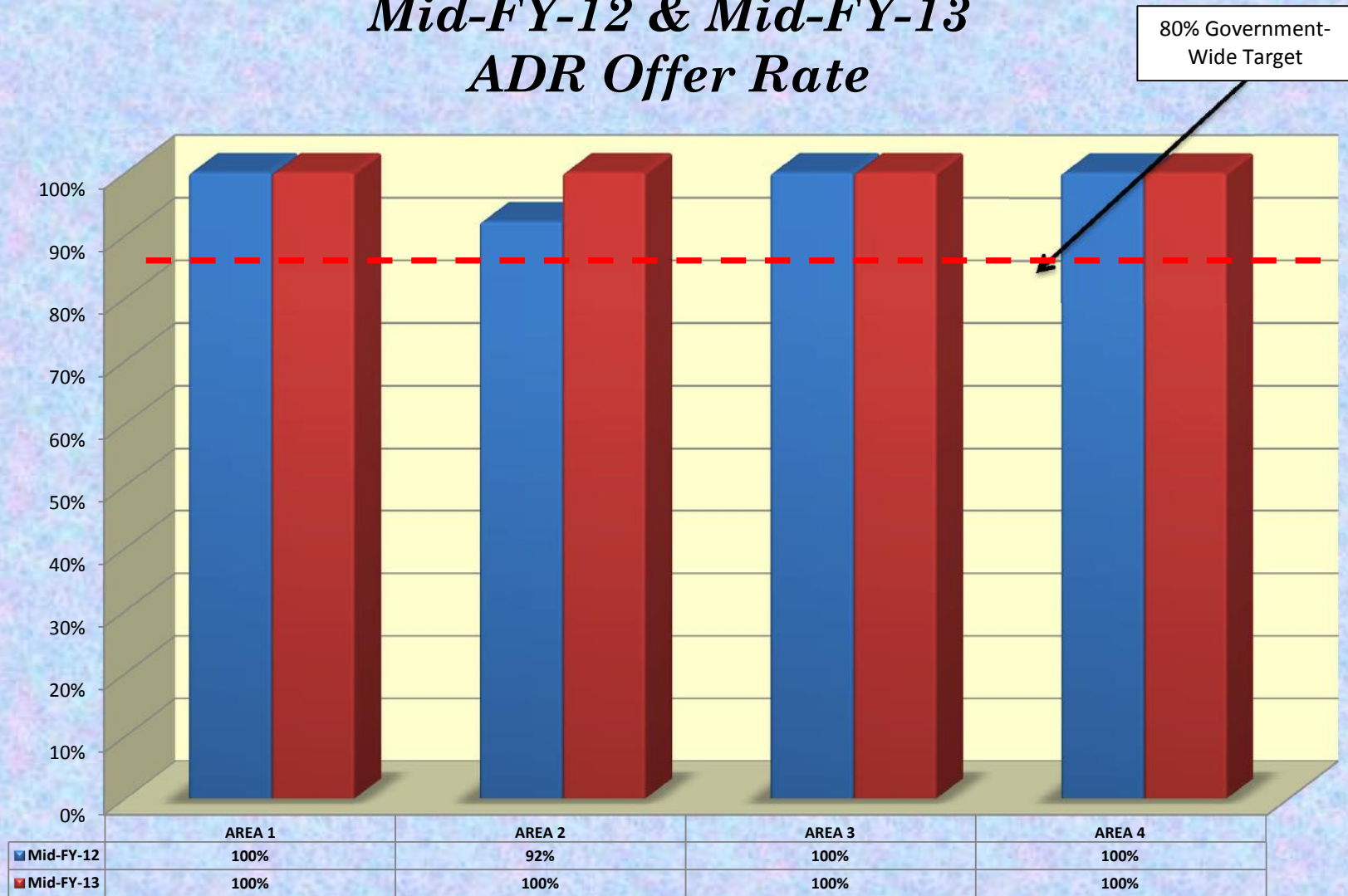
Veterans Benefits Administration

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration

Mid-FY-12 & Mid-FY-13

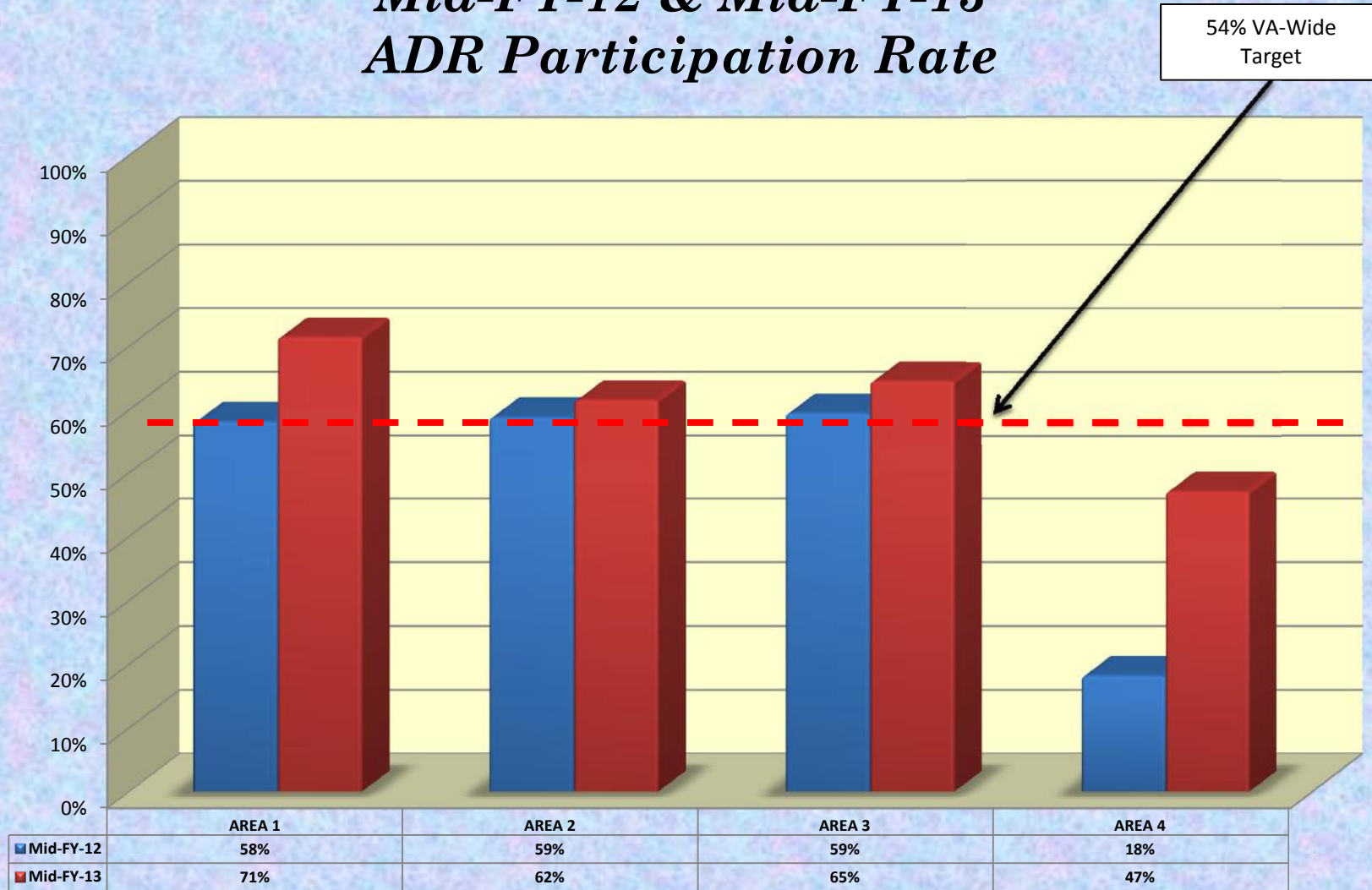
ADR Offer Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration

Mid-FY-12 & Mid-FY-13

ADR Offer Rate - AREA 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

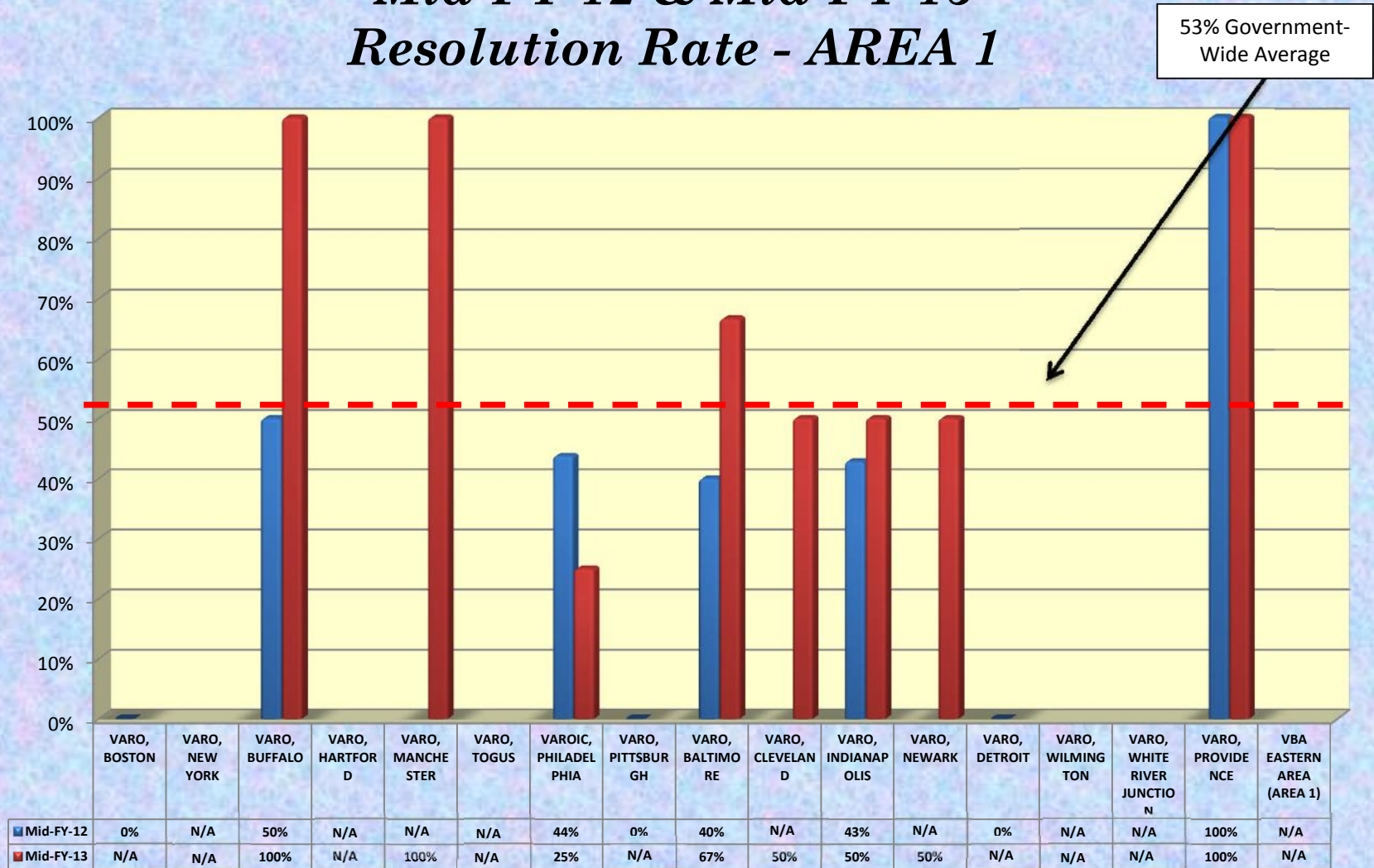
Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration

Mid-FY-12 & Mid-FY-13

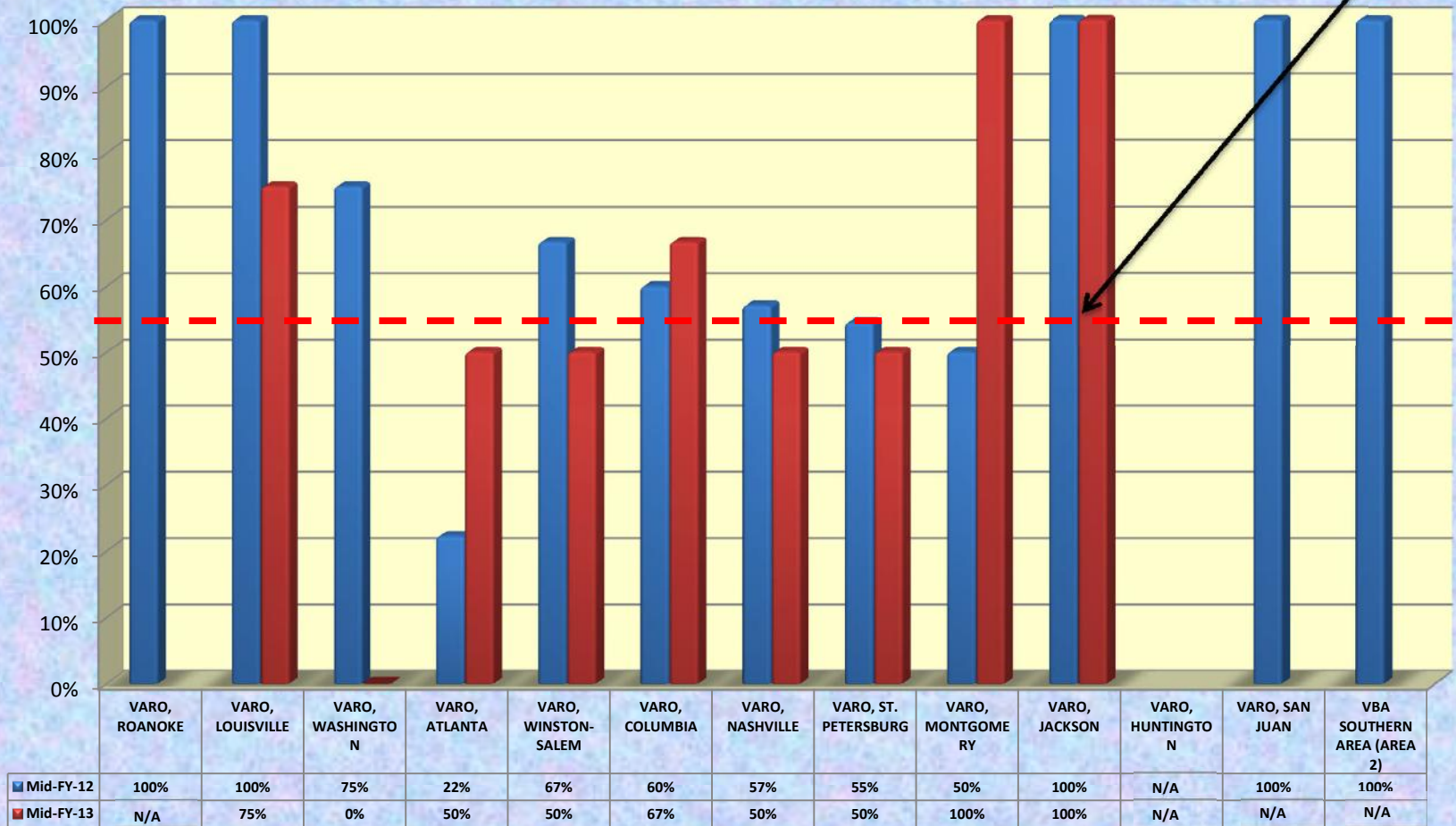
ADR Offer Rate - AREA 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

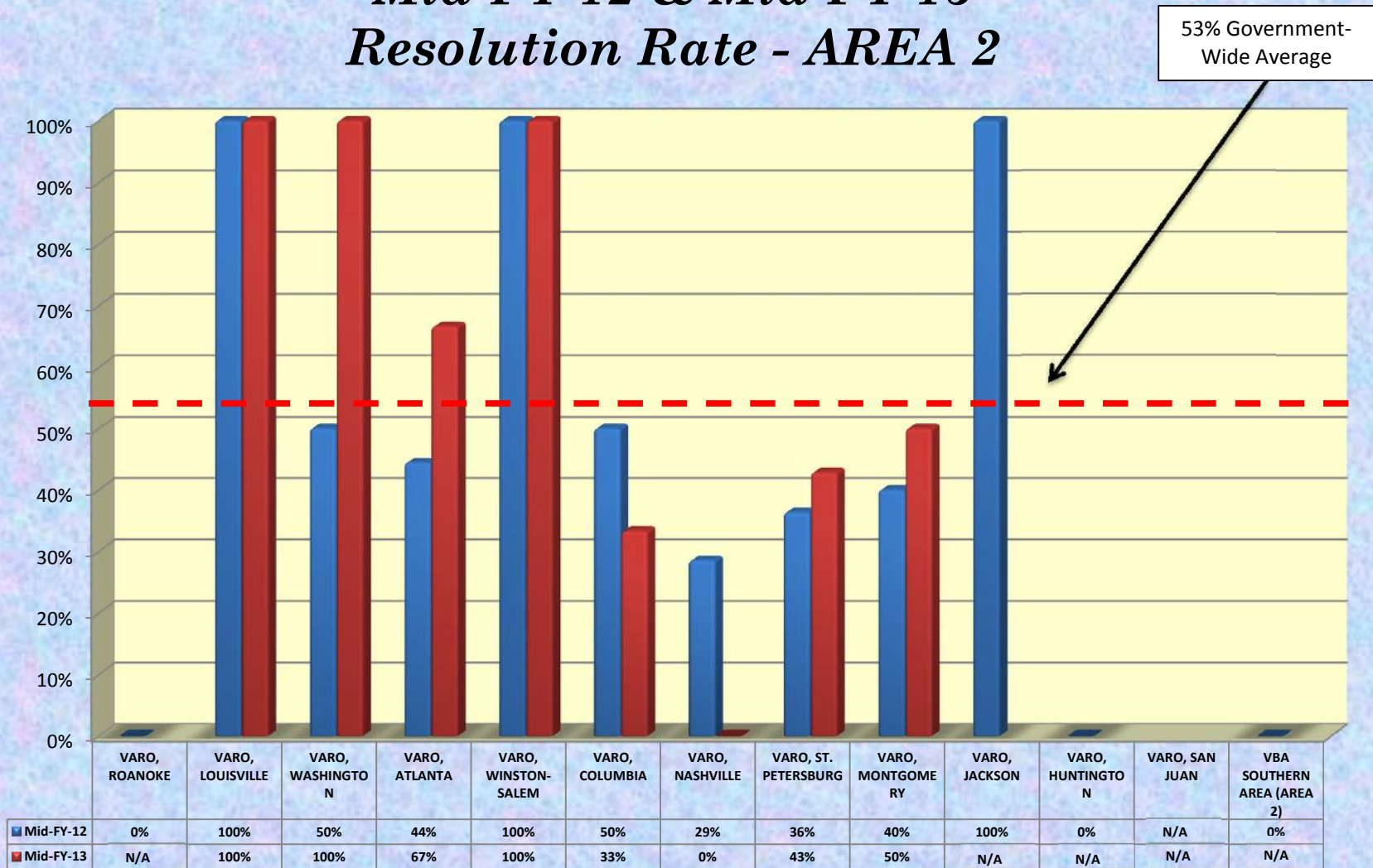
Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 2



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration

Mid-FY-12 & Mid-FY-13

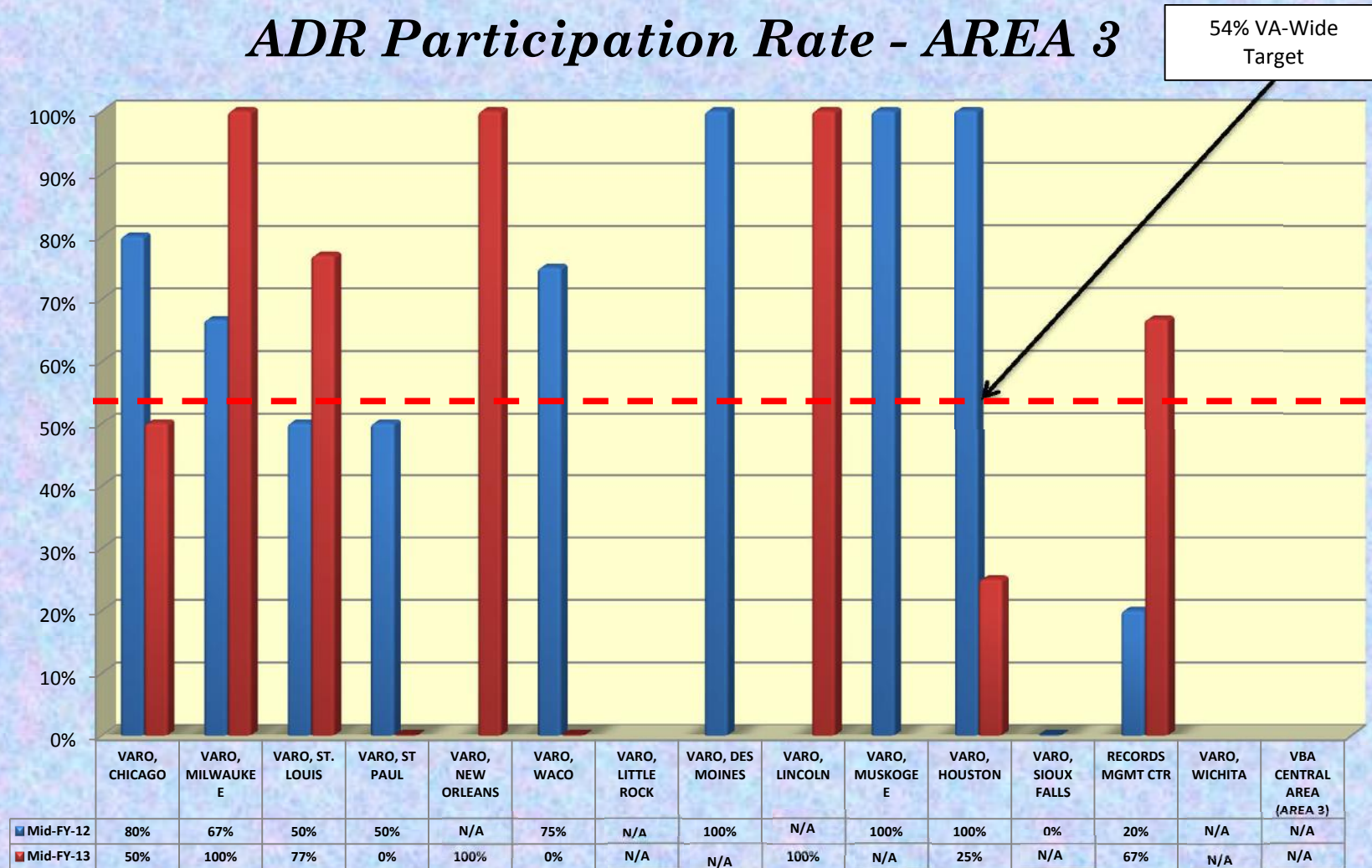
ADR Offer Rate - AREA 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

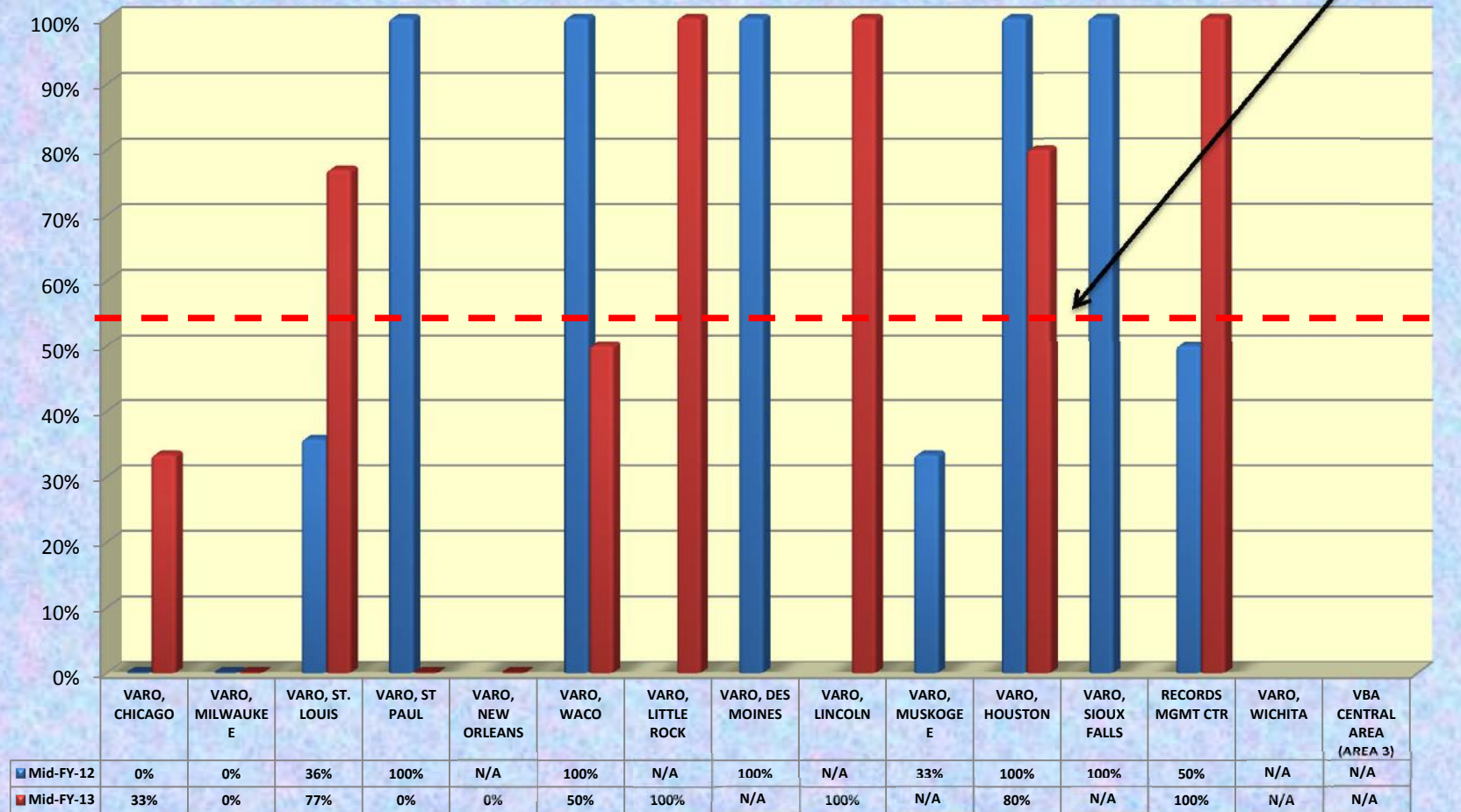
Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

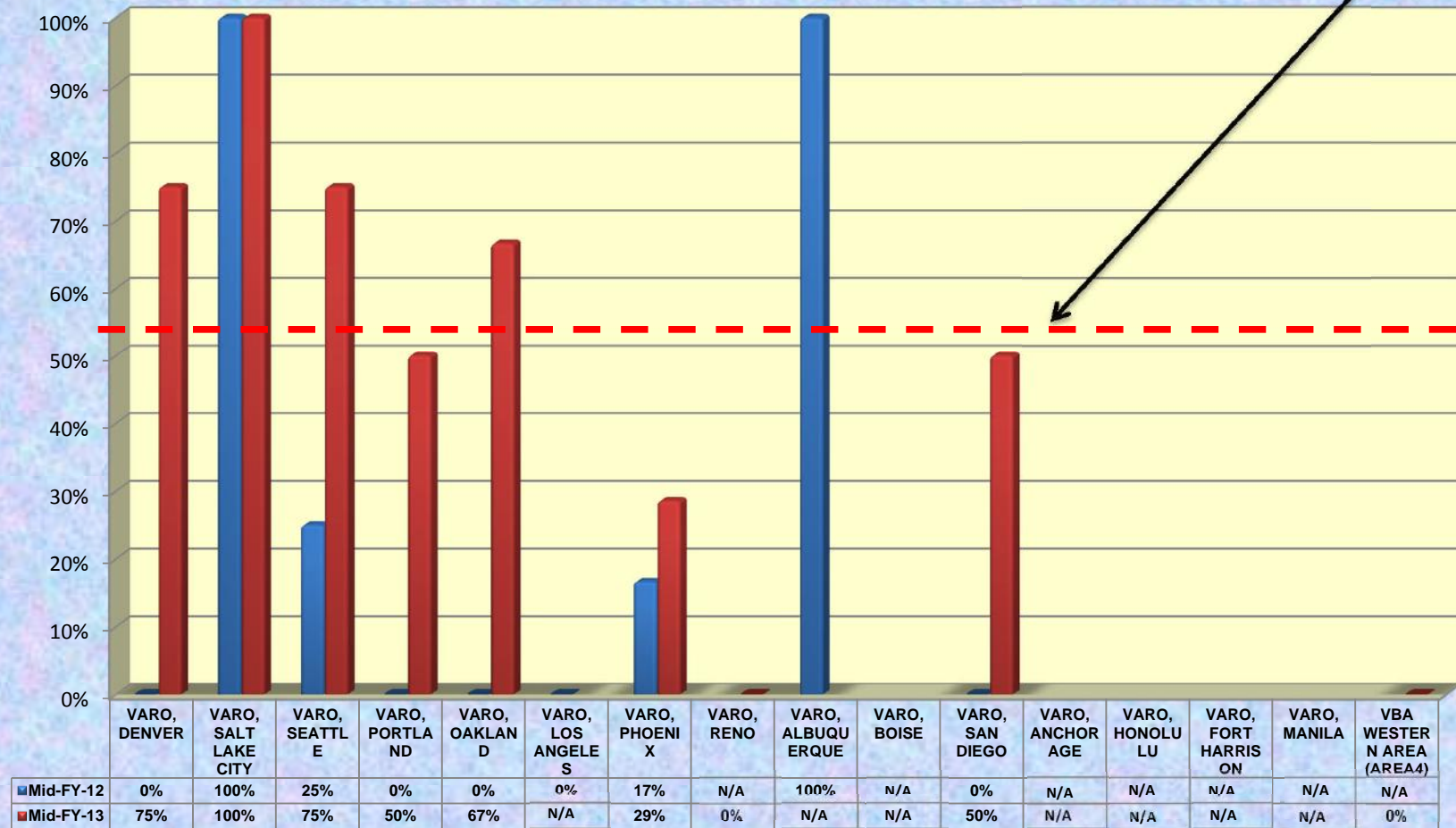
Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - AREA 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 4



Data Source: ADRTTracker System

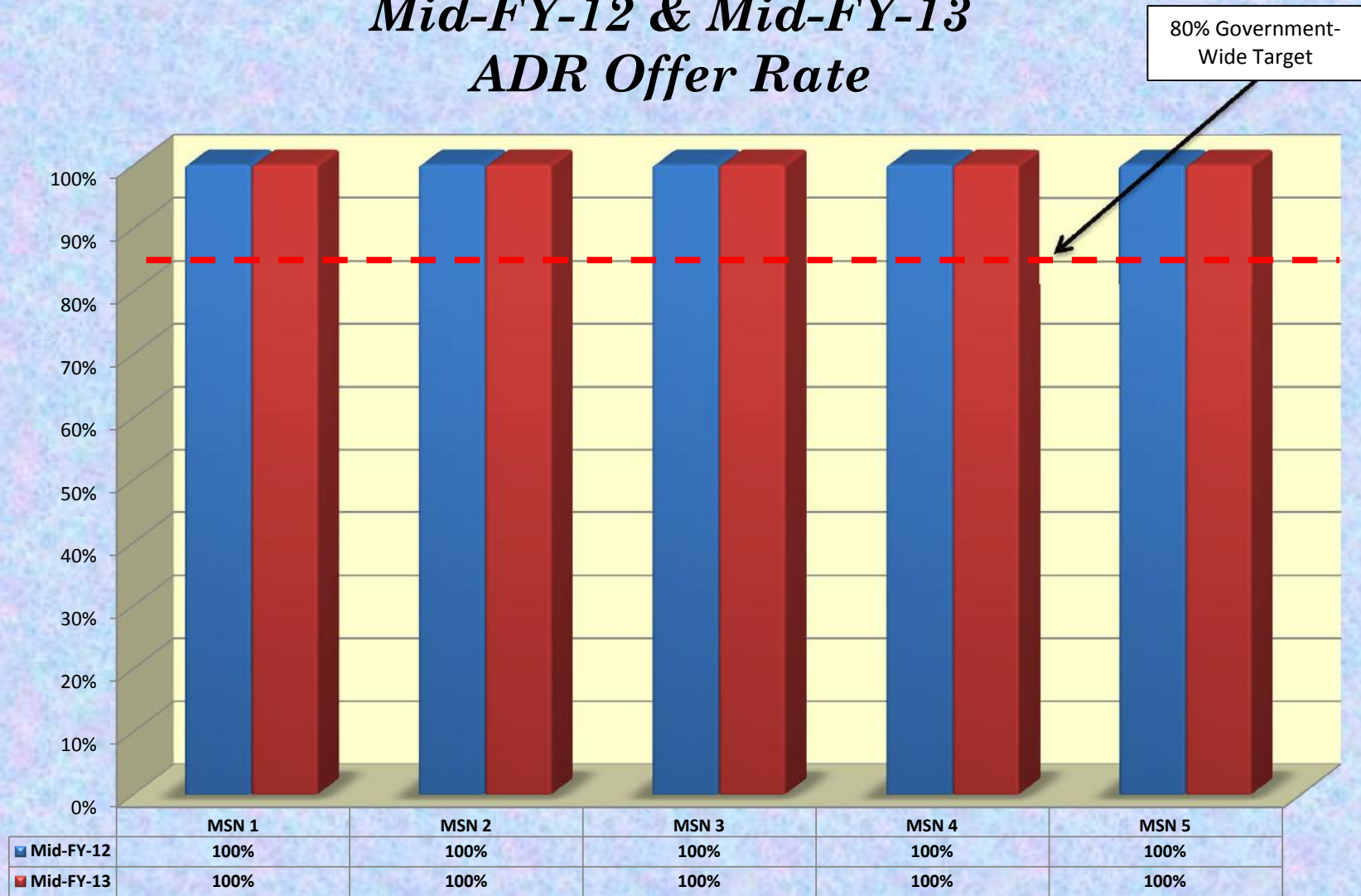
National Cemetery Administration

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

ADR Offer Rate



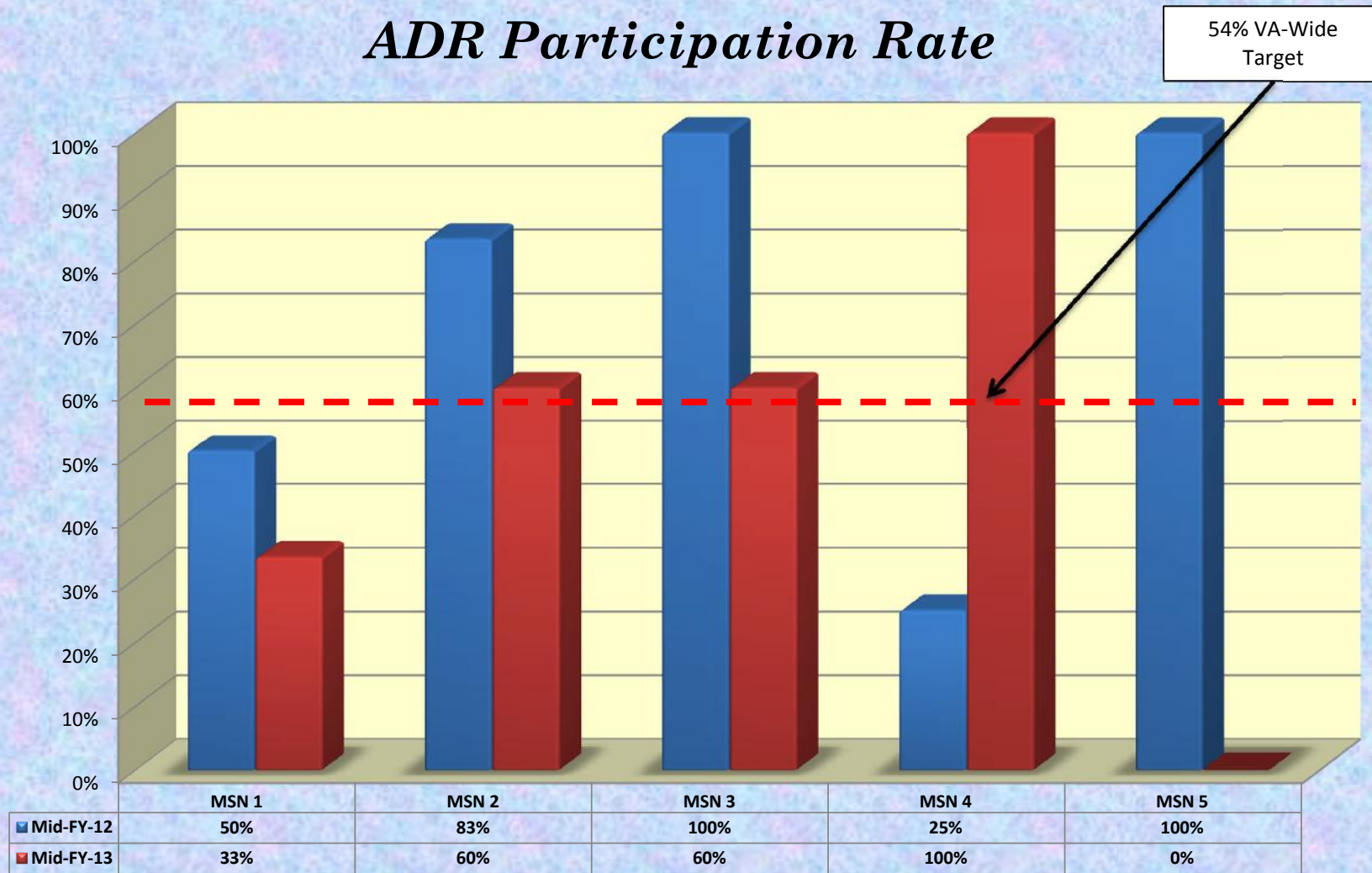
Data Source: ADRTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

ADR Participation Rate



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

Resolution Rate



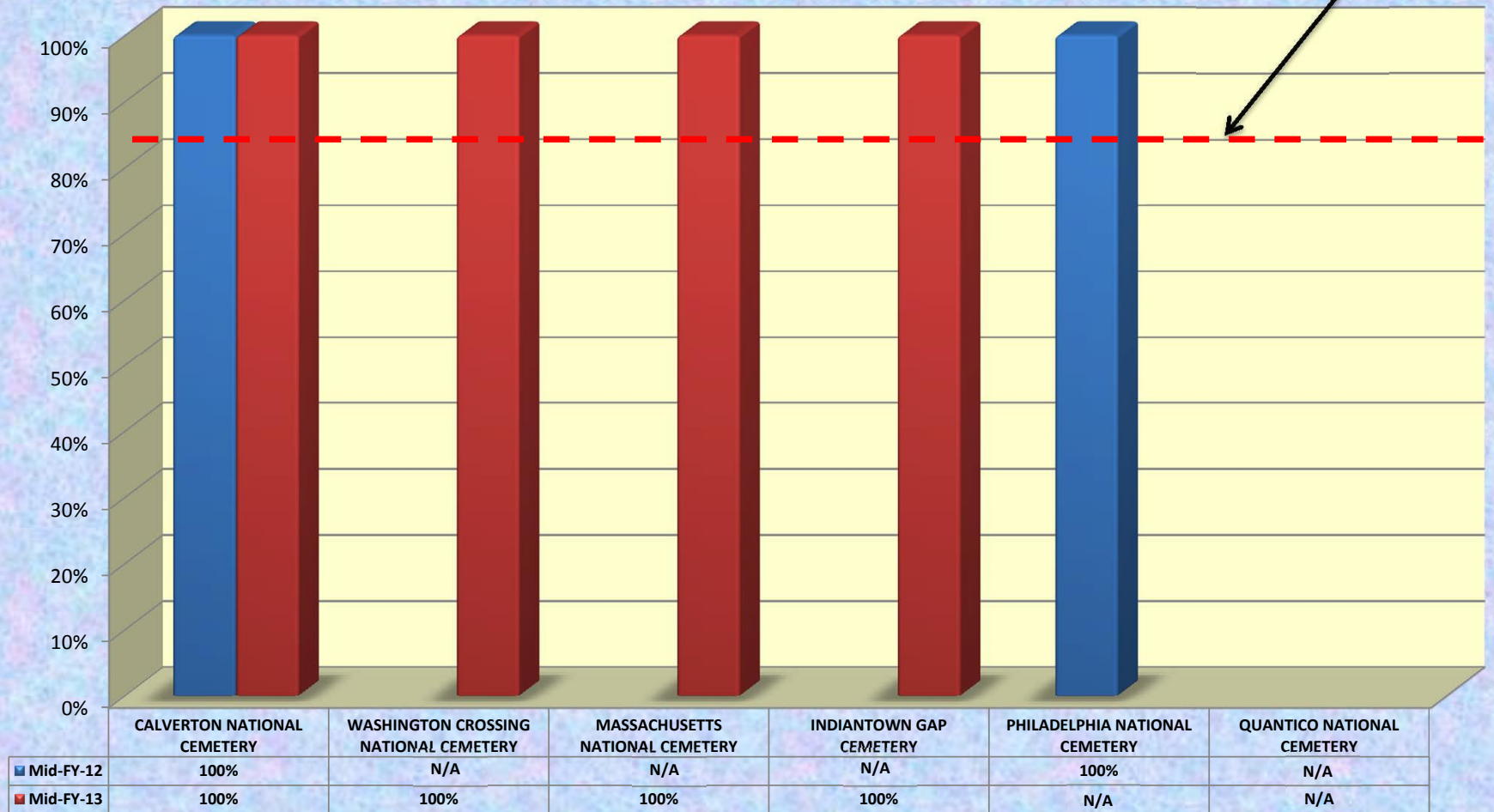
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

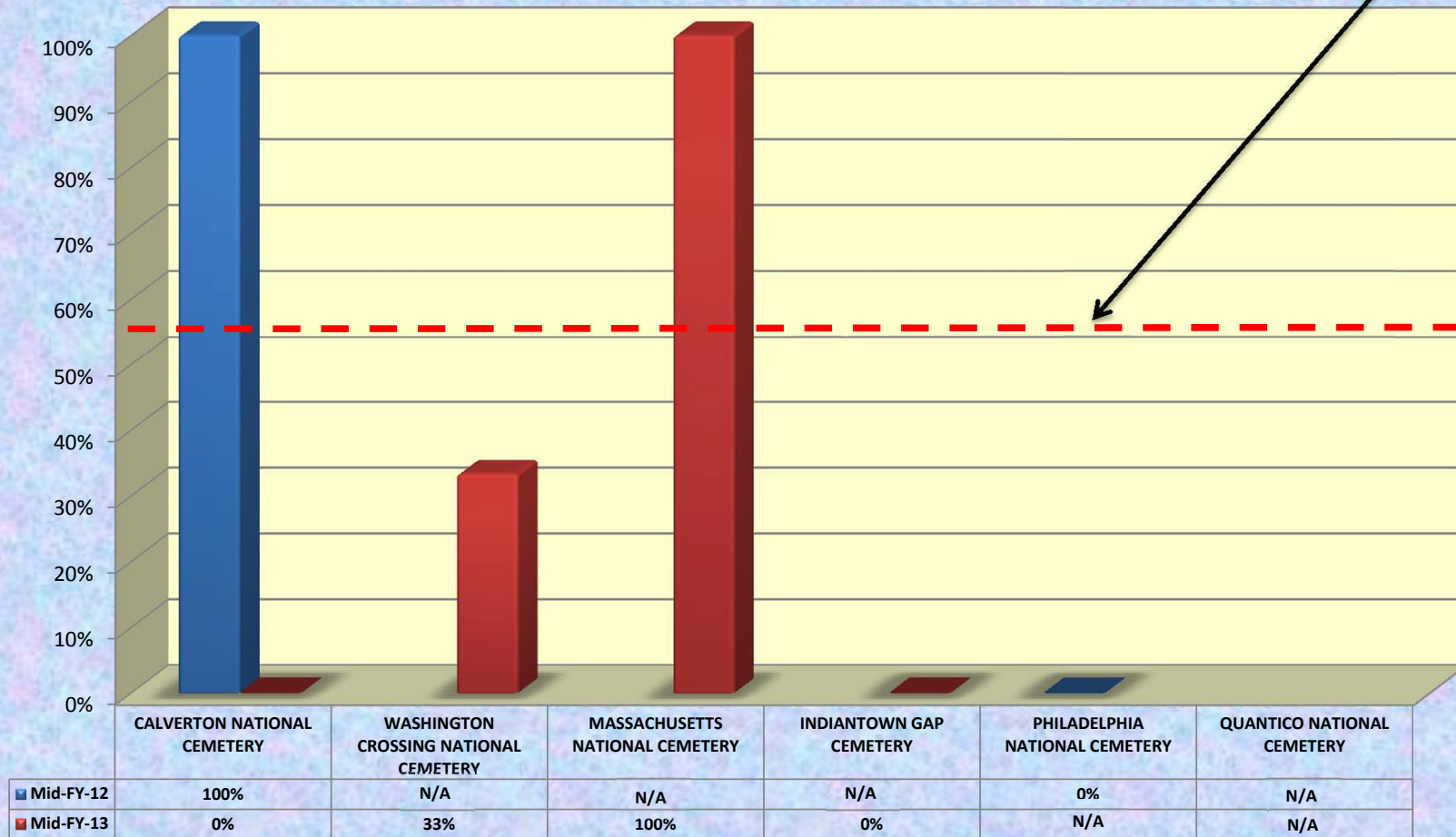
ADR Offer Rate - MSN 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *ADR Participation Rate - MSN 1*

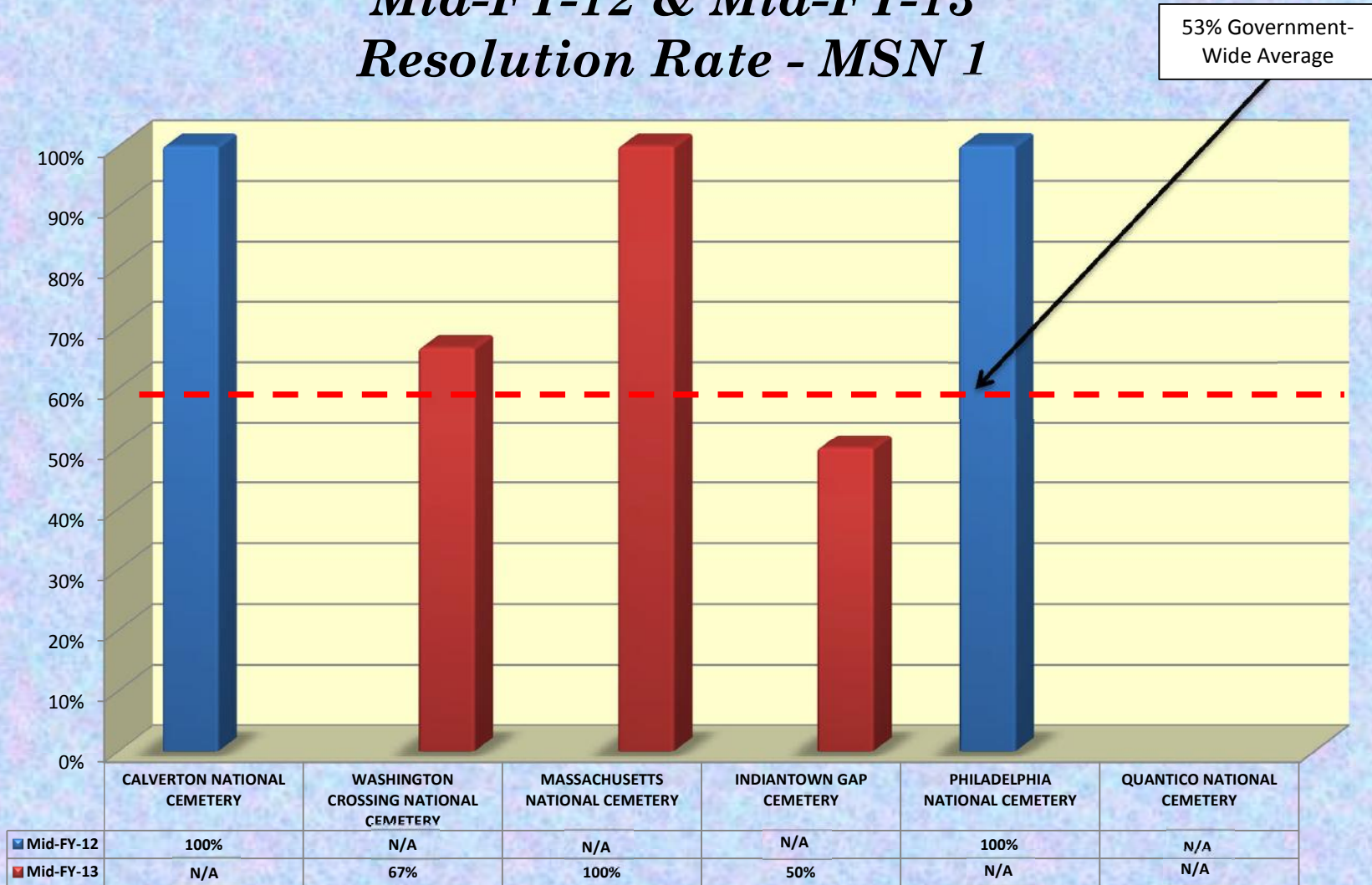


54% VA-Wide Target

Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *Resolution Rate - MSN 1*

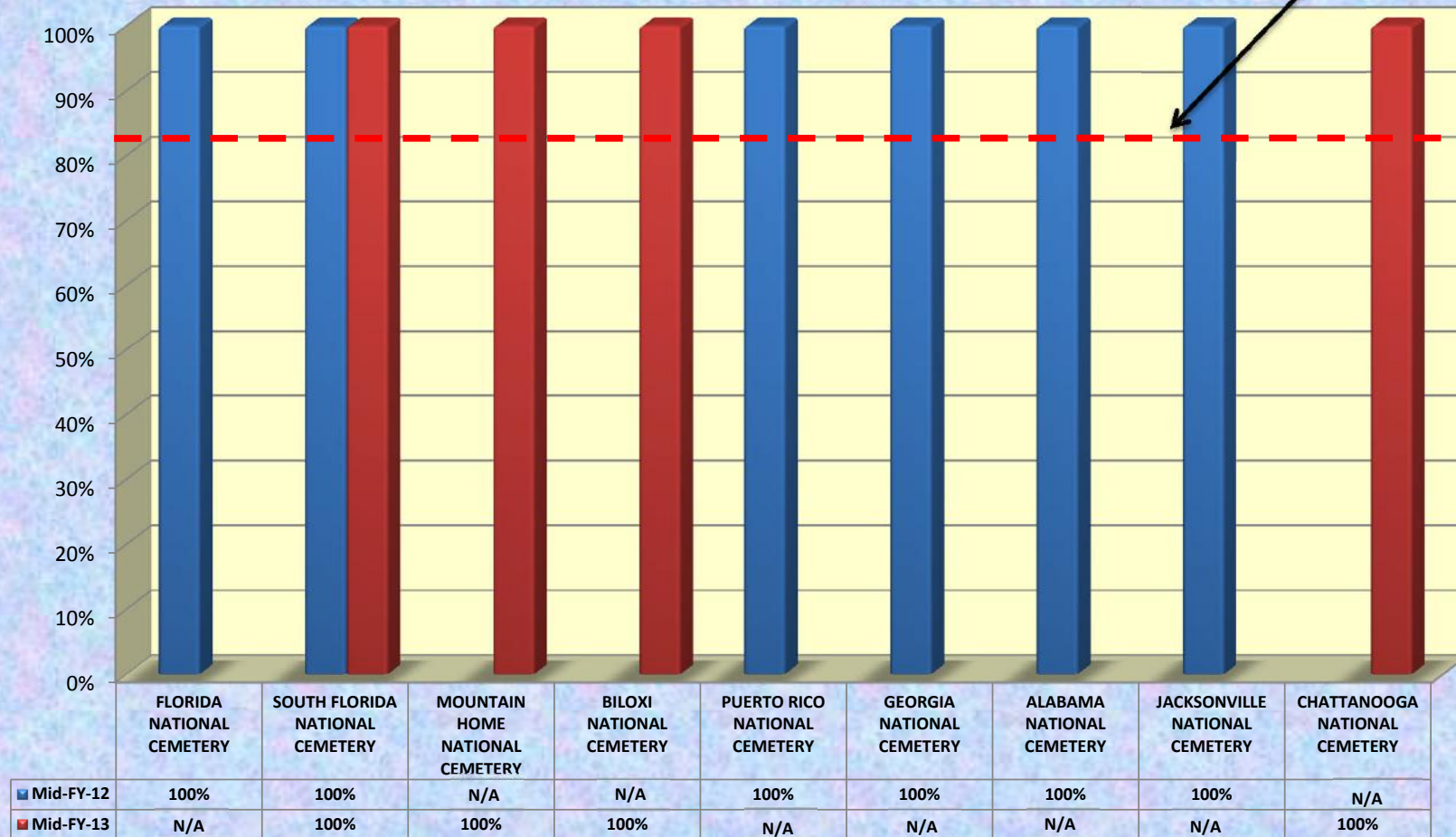


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *ADR Offer Rate - MSN 2*

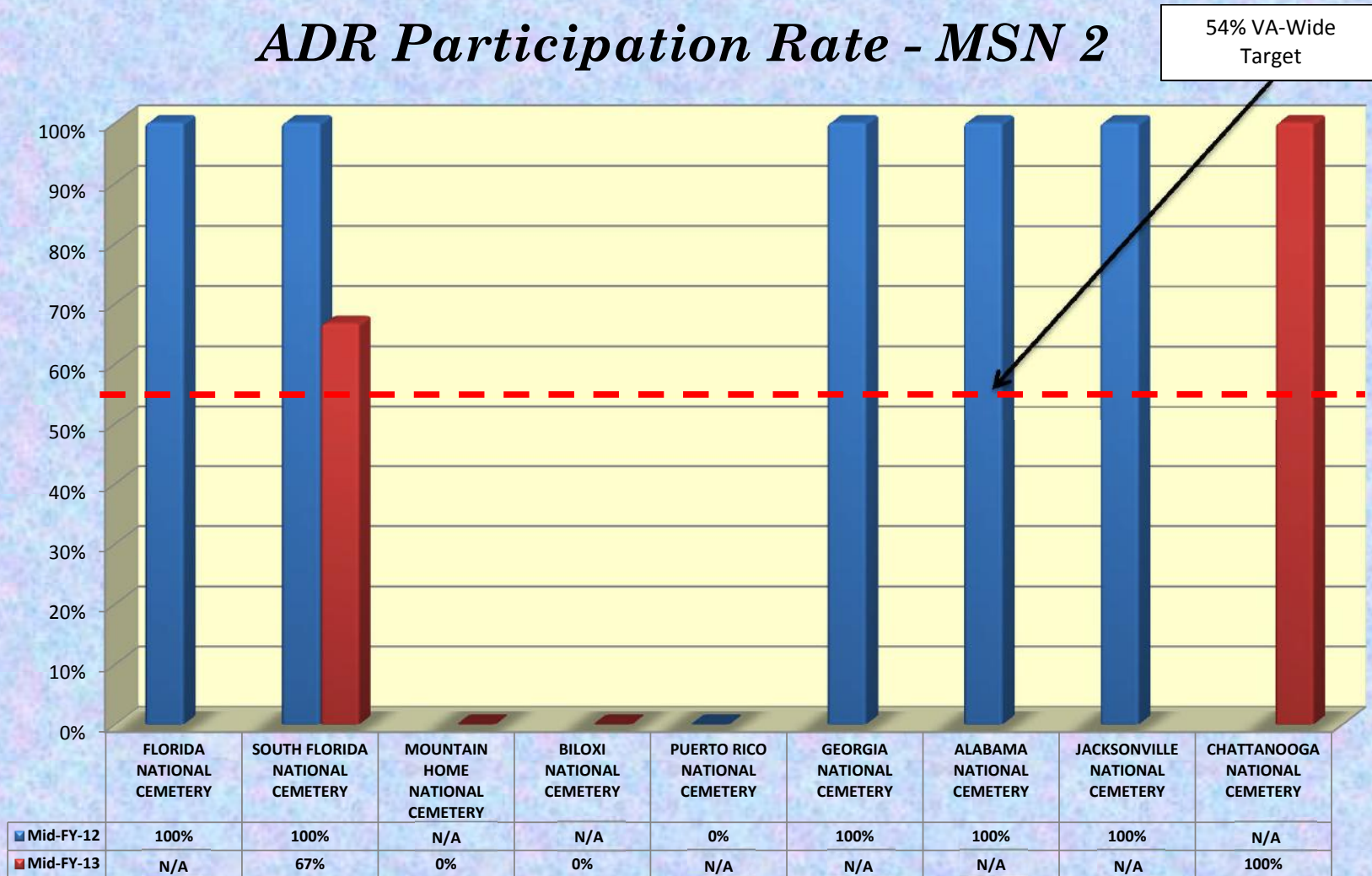
80% Government-
Wide Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

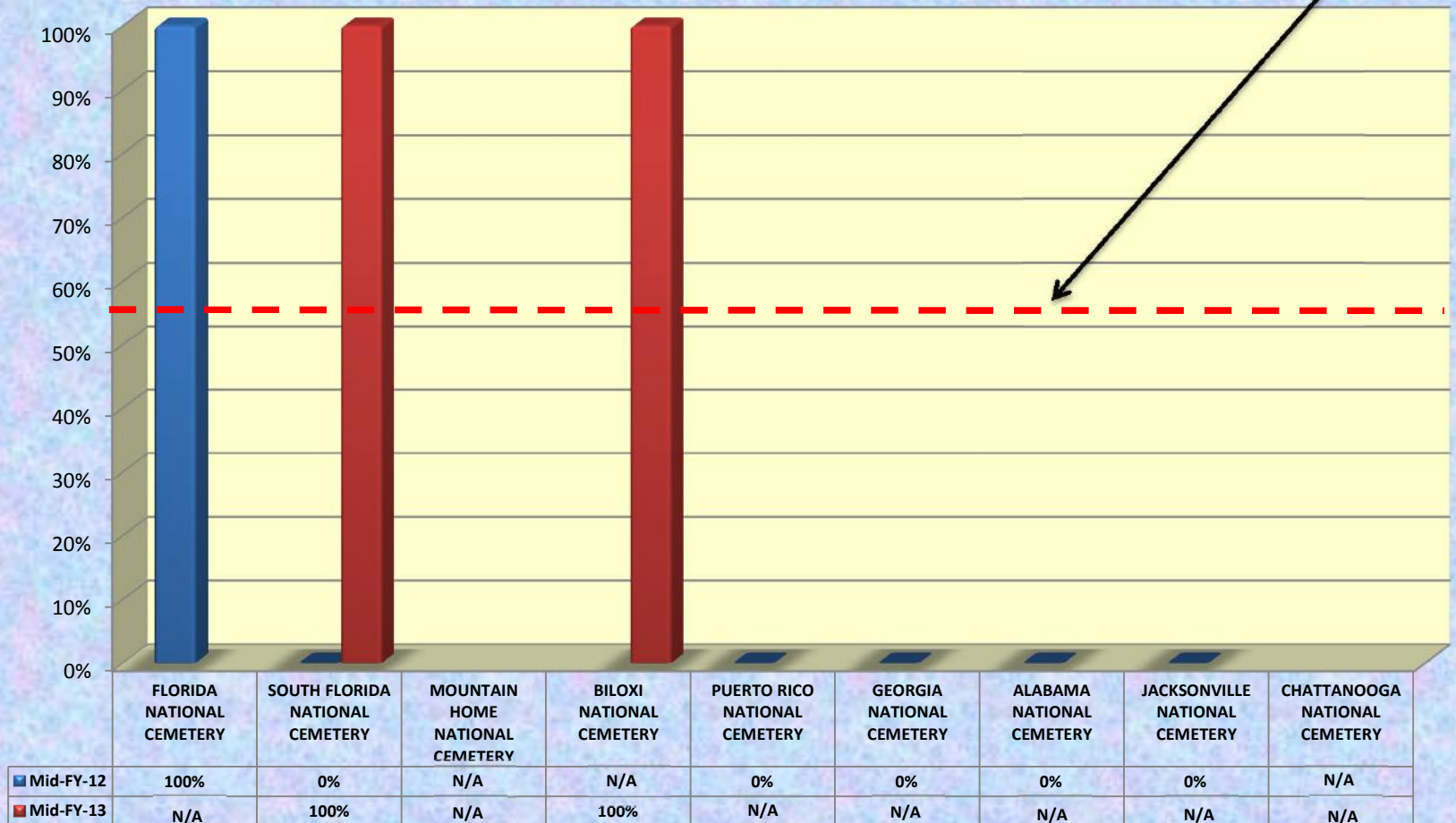
National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *ADR Participation Rate - MSN 2*



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *Resolution Rate - MSN 2*



53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

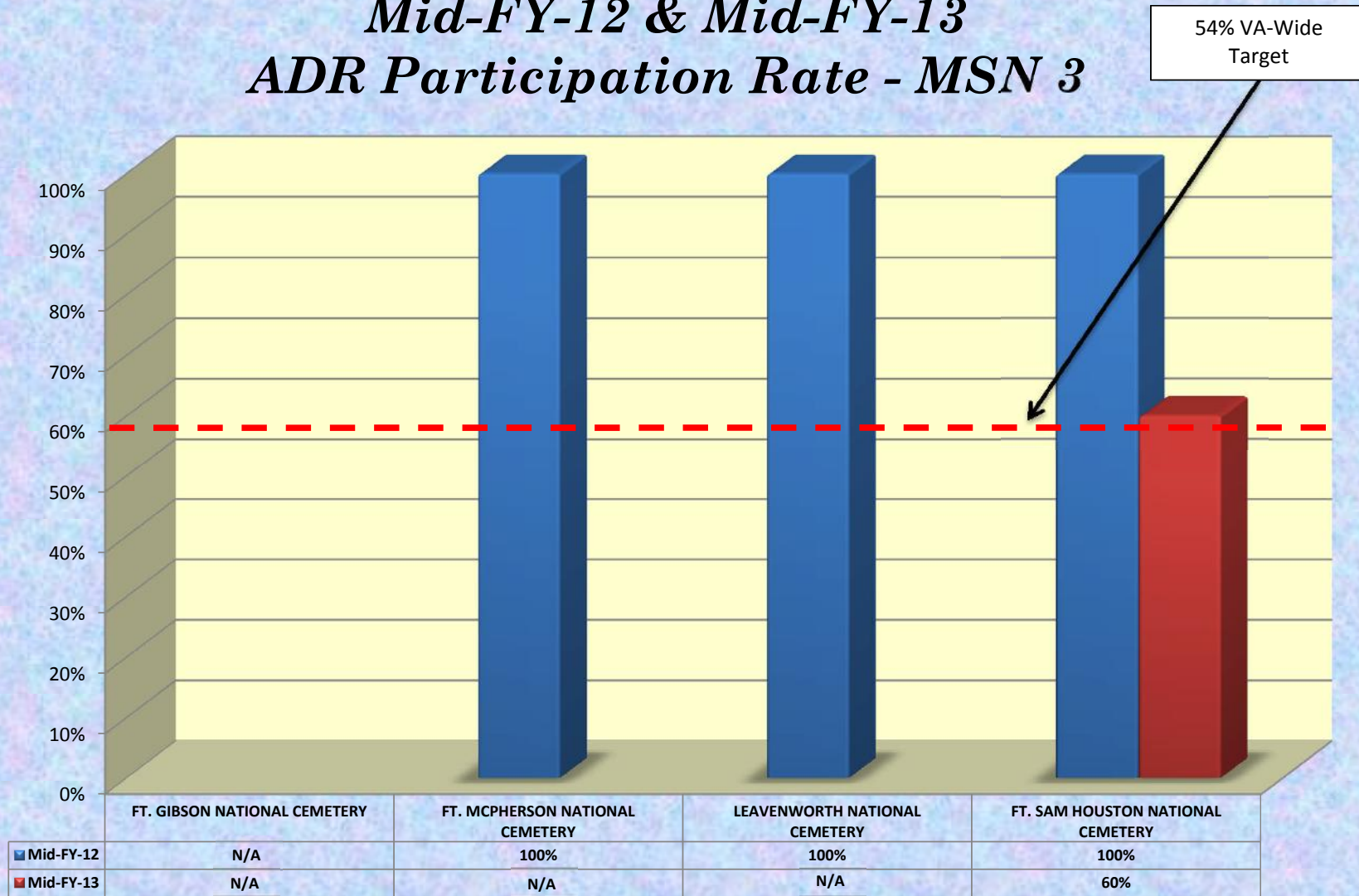
ADR Offer Rate - MSN 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

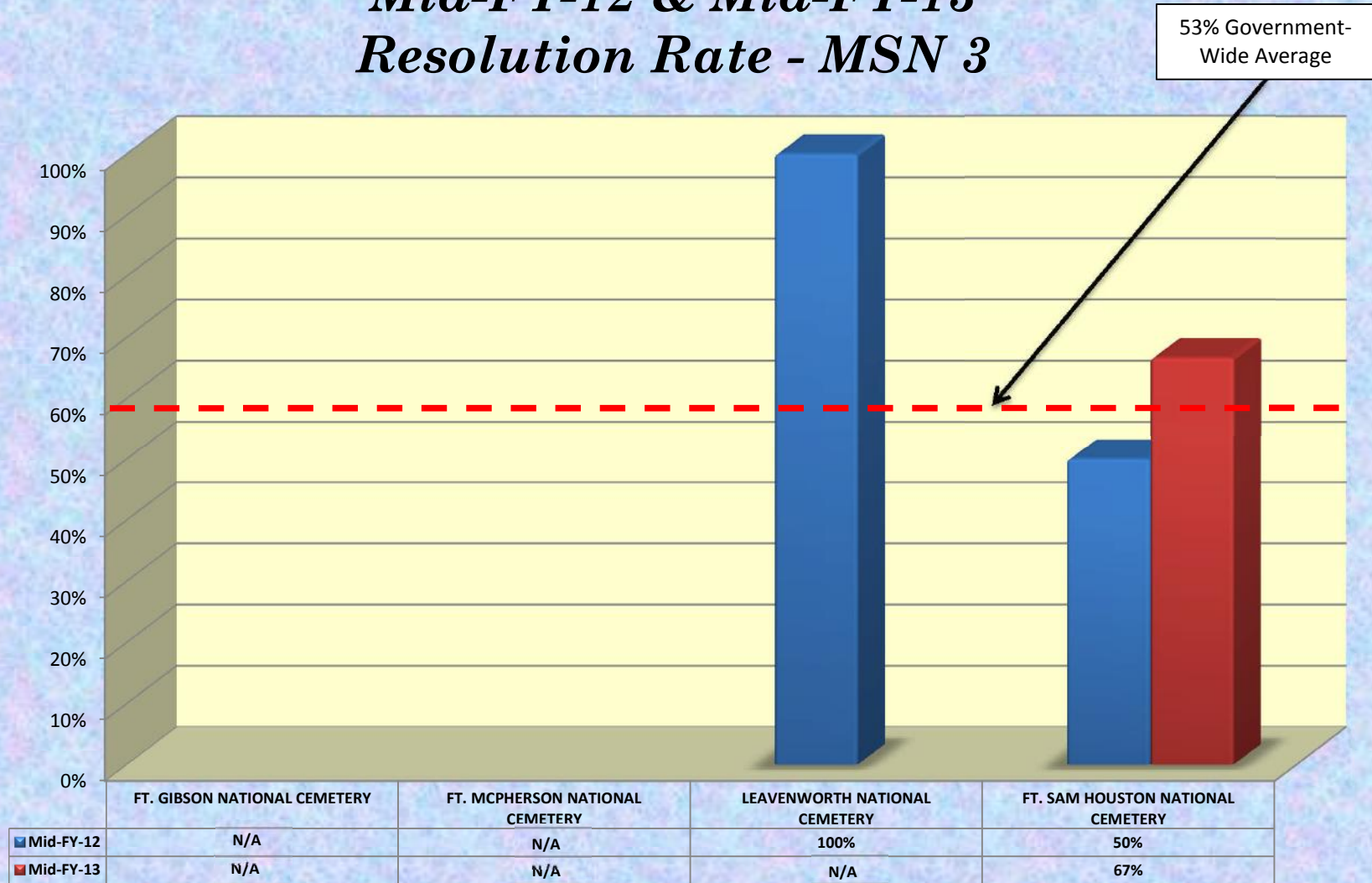
National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - MSN 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 3



Data Source: ADRTTracker System

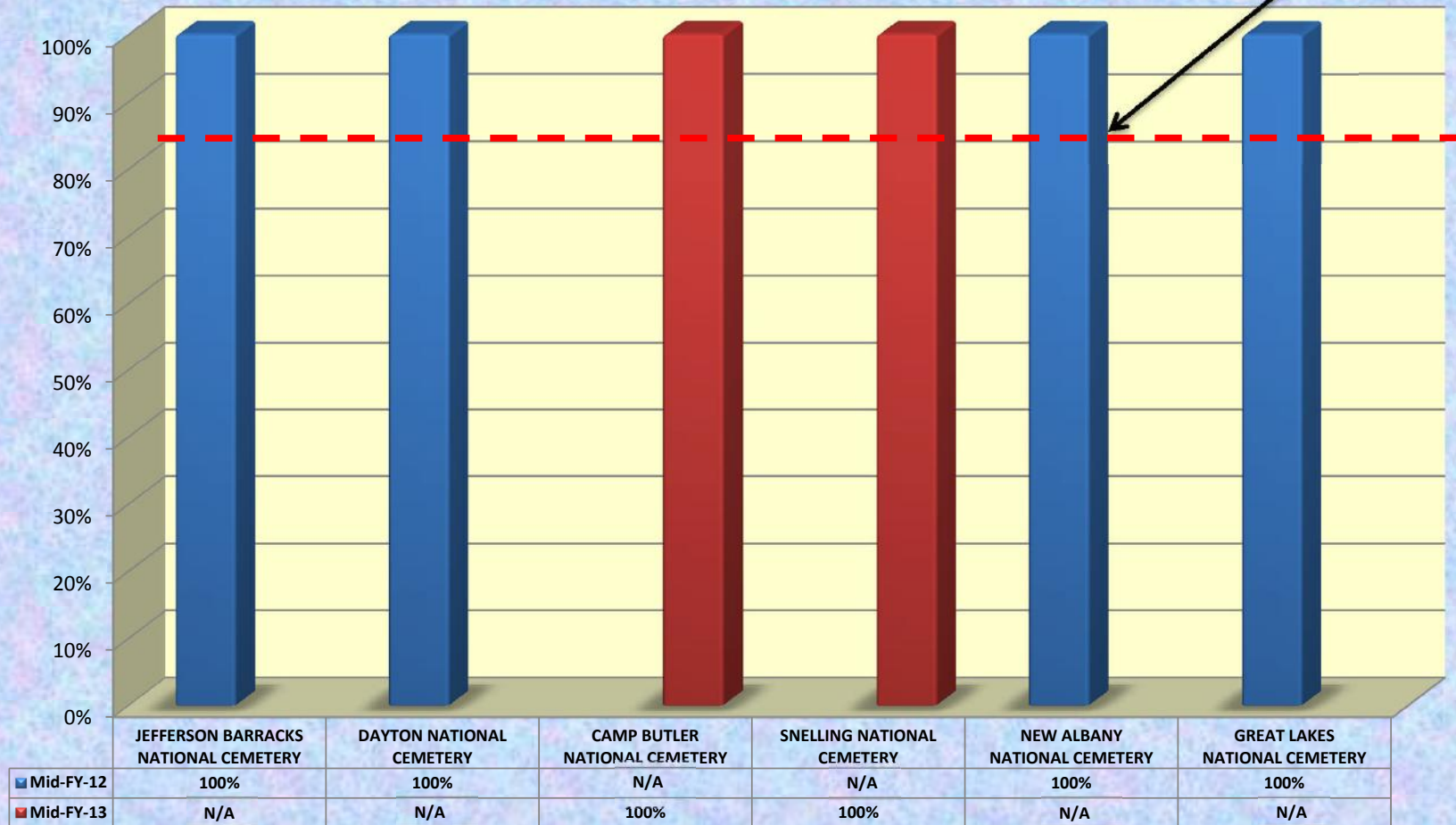
Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

ADR Offer Rate - MSN 4

80% Government-Wide Target



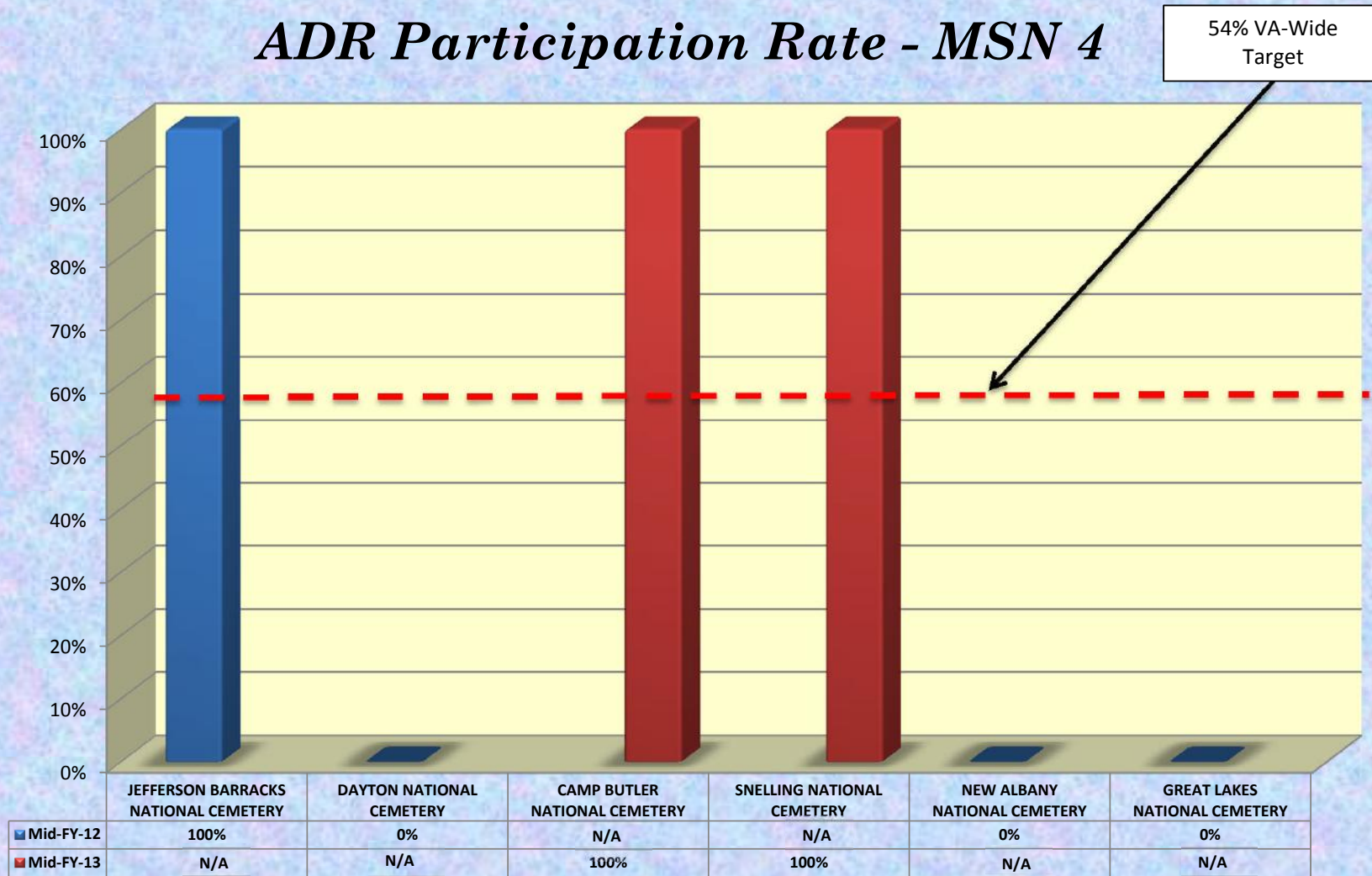
Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

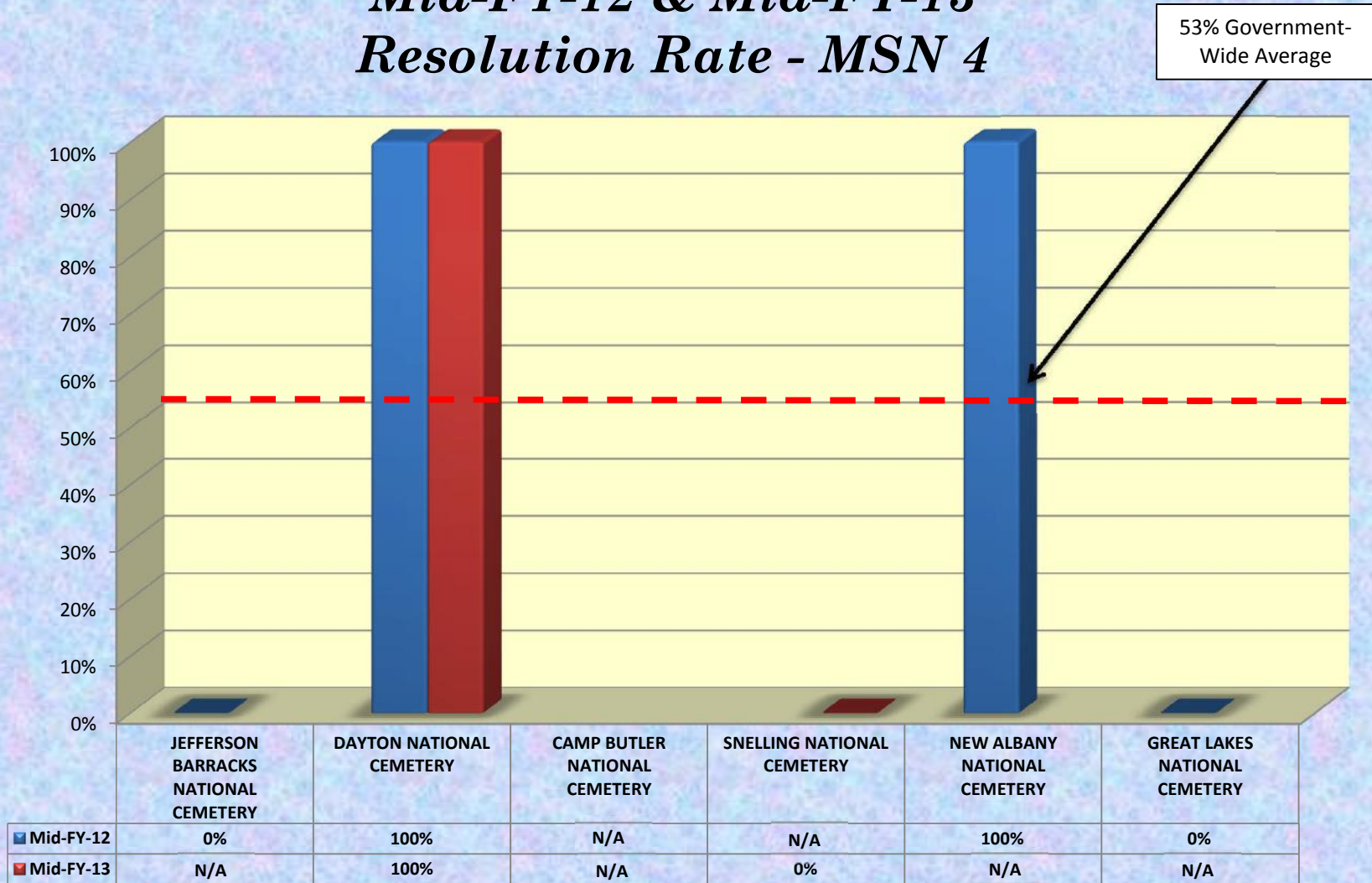
ADR Participation Rate - MSN 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

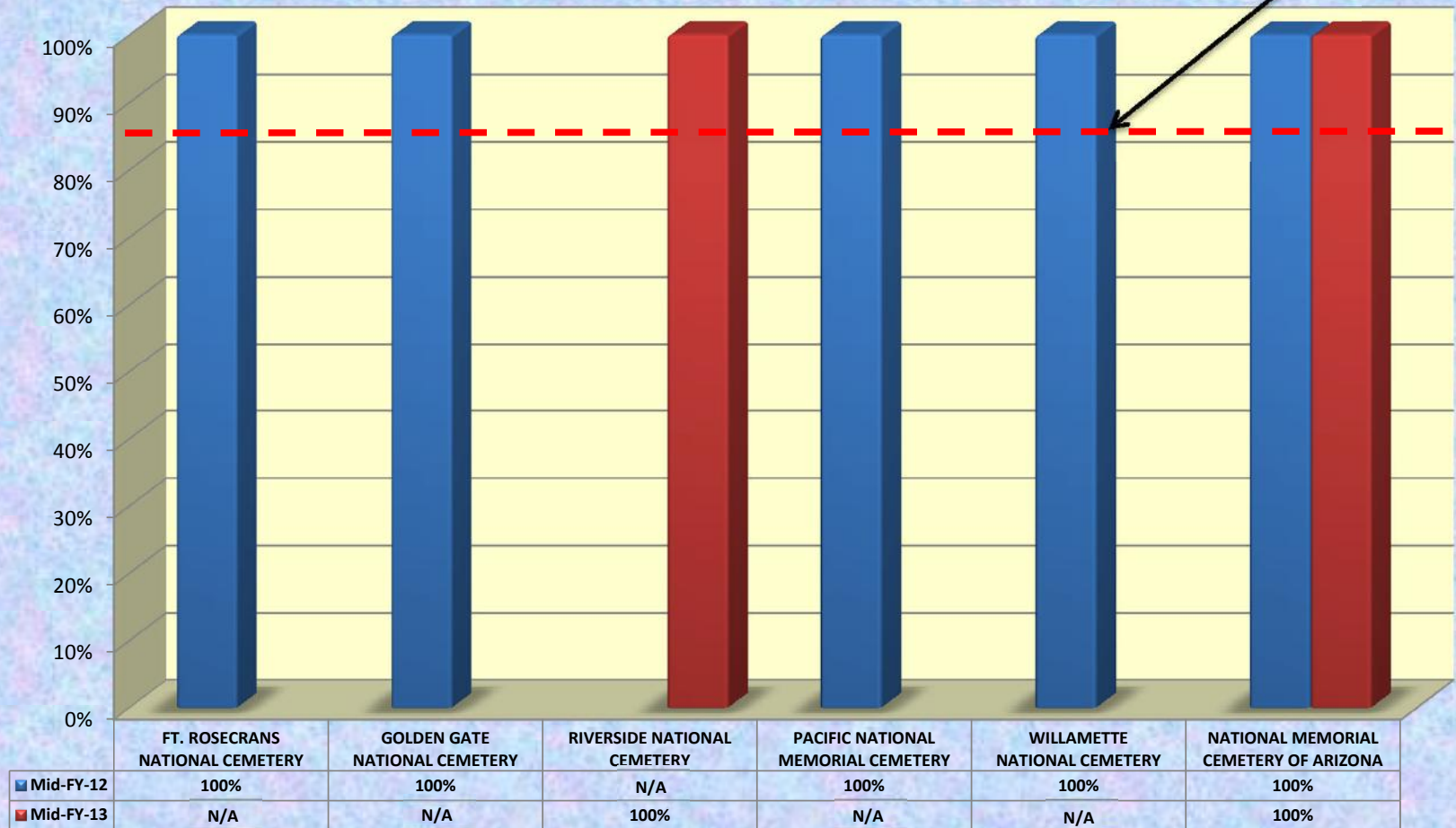
National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *Resolution Rate - MSN 4*



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration *Mid-FY-12 & Mid-FY-13* *ADR Offer Rate - MSN 5*



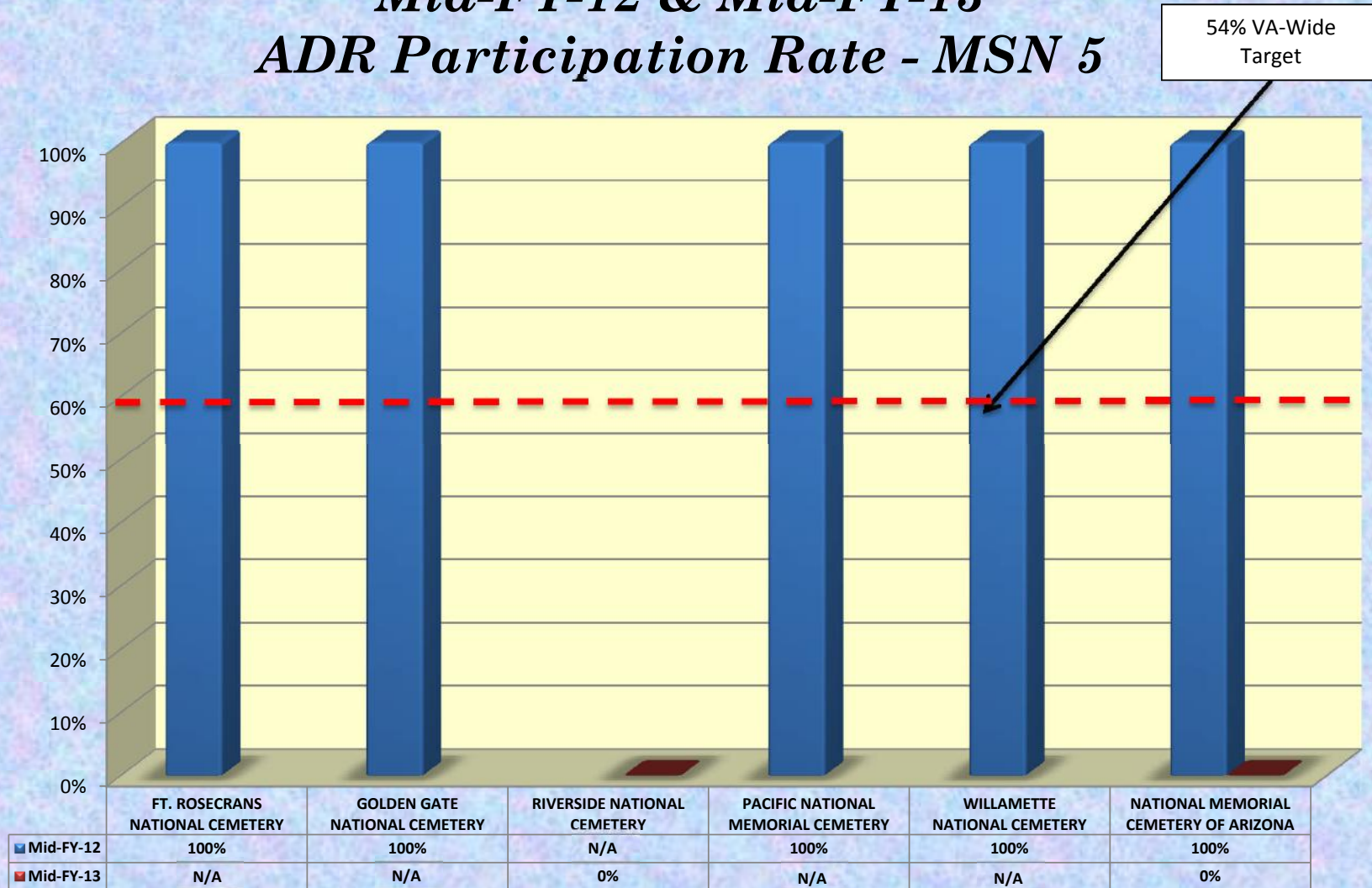
Data Source: ADRTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

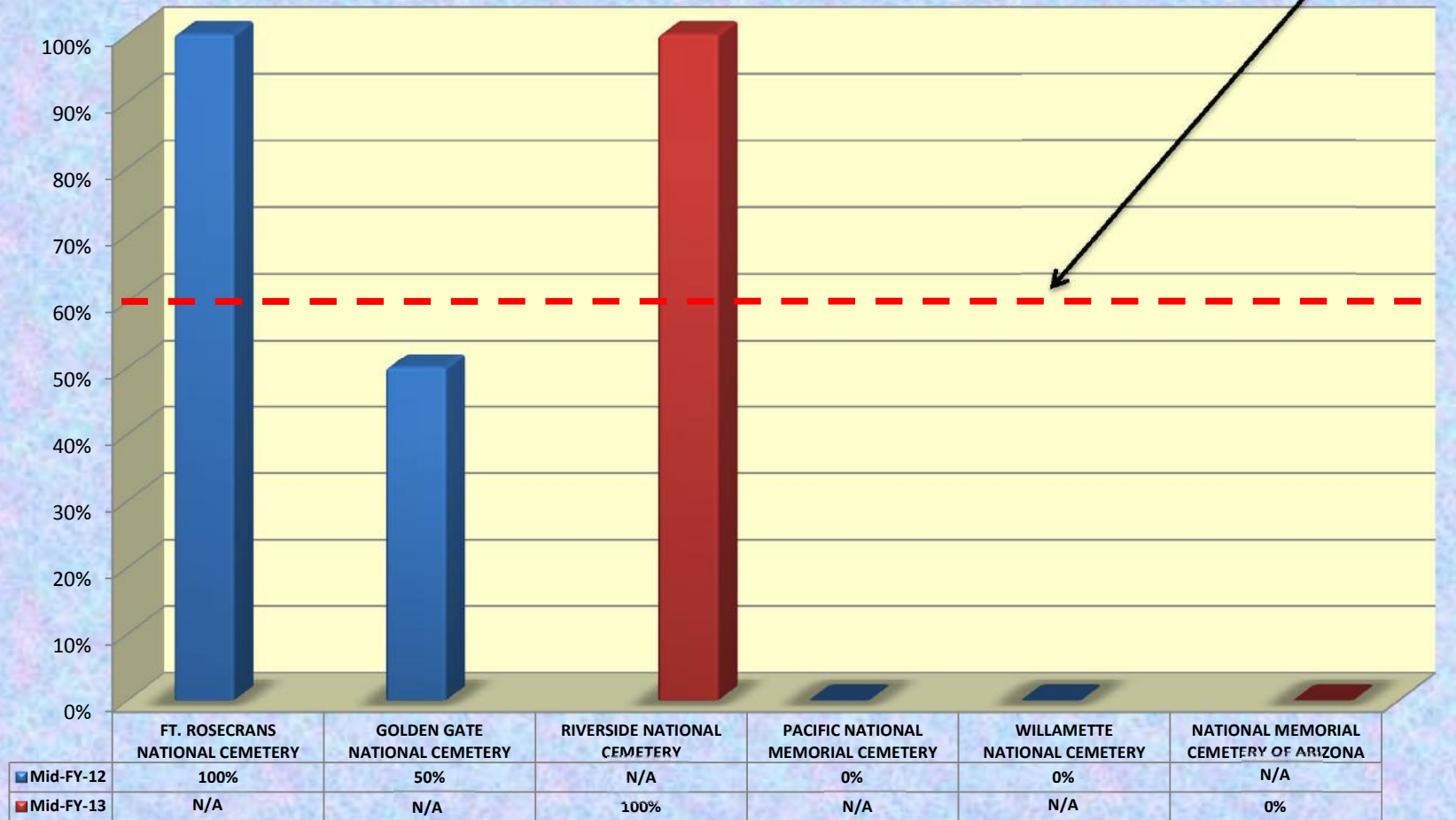
ADR Participation Rate - MSN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 5



Data Source: ADRTTracker System